

**INFORMATION MANAGEMENT  
ASSESSMENT  
FOR THE OFFICE OF  
THE DEPUTY ASSISTANT SECRETARY  
FOR TRANSPORTATION TECHNOLOGIES**

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Office of Transportation Technologies  
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**[Subcontract XL-1-11177-1 under Prime  
Contract DE-AC02-83CH10093]**

**July 15, 1992**



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MCC-253-92-ETC  
July 21, 1992

Dr. Norman Hinman  
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Dear Dr. Hinman:

Enclosed, as per requirements of Subcontract XL-1-11177-1 under Prime Contract DE-AC02-83CH10093, is the final report for Task 7 - Conduct of Special Analyses: Information Management Assessment for the Office of the Deputy Assistant Secretary for Transportation Technologies. This report is also the final deliverable under Subcontract XL-1-11177-1 and completes all the technical requirements under the aforementioned subcontract.

If you have any questions, please do not hesitate to contact me at (703) 998-3776.

Sincerely,

MERIDIAN CORPORATION

Tony F. Alvarez  
Director  
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## EXECUTIVE SUMMARY

Information dissemination and associated information management systems must be structured to improve program responsiveness and effectiveness impacting internal and external markets, address legislative and executive directives which influence program operations, and provide for the timely execution of project/policy initiatives.

The thrust of the nation's transportation efficiency program is focused within the U.S. Department of Energy's (DOE) Office of Transportation Technologies (OTT) and directed by its Deputy Assistant Secretary (DAS).

OTT, as a center of excellence, seeks to consistently maintain programmatic (e.g., information management) objectives in light of Department goals. And, as such, it is crucial the DAS, in concert with his Office and program staff, adequately and effectively collect, process, store, retrieve, and distribute information vital to the technical and programmatic needs of OTT.

There was a definitive need to identify, assess, and evaluate the varied types and sources of information flowing into the Deputy Assistant Secretary's Office (e.g., via telephone; departmental correspondence; inter-agency inquiries; congressional requests; private sector dispatches) for the purpose of enhancing overall operational effectiveness.

The objectives of this Meridian Corporation assessment were to identify the type of information requests made through OTT, to assess the number and frequency of these requests, to evaluate the current procedures used to respond to such requests, and to recommend improvements in the information management process.

The assessment was comprised of four elements:

- *Identification of Information Requests*
- *Assessment of Information Requests*
- *Evaluation of Information Management Procedures*
- *Findings and Recommendations*

The focus of the first element, *Identification of Information Requests*, was to review specific OTT project objectives; develop a data collection framework to track the type of information requests received by OTT, the requesting organizations, the subject of the requests, and the appropriate actions taken; and to develop and implement a taxonomy (classification) of information types and sources. There were 186 information requests collected and analyzed during the four-week data collection period of March 16 to April 10, 1992.

Element two, *Assessment of Information Requests*, categorized the volume and frequency of all data requests made during the data collection period, assessed the requesting sources, and performed a frequency/volume analysis of all information requests to identify which types of requests/requesting sources/actions were encountered most frequently by OTT.

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Element three, *Evaluation of Information Management Procedures*, was accomplished by conducting an audit of OTT's existing information processing procedures, records management processes, and organizational communication flows through internal and external operational channels. Further, interviews were conducted with OTT's DAS, his immediate staff, and his Office Directors to gain insight into the effectiveness (strengths and weaknesses) of current information processing procedures, records management processes, and data flows emphasizing information planning, organizing, implementing, and controlling structures.

It is important to note that relative to strengths and weaknesses identified within OTT's information management processes, a key strength was the ability of OTT/DAS staff to work well together as a team. It was felt that OTT/DAS staff are able to communicate well with one another. Another major strength was that the OTT/DAS staff is comprised of knowledgeable and dedicated individuals willing to do what it takes to "get the job done." If OTT/DAS staff feel that they do not have sufficient information to respond to an information request, inquiries will be made to locate the appropriate individual or Office to obtain the needed data. Also mentioned was the wealth of information available (maintained in OTT/DAS staff member's files/records) for responding to varied domestic and international data requests.

The weaknesses of the current information management practices that were identified were the high level of technical and program "fire drills," work overloads that sometimes affect the quality of information responses, not enough staff meetings, necessity for clearer Office of Conservation and Renewable Energy (CE) program guidance, and the lack of long-term OTT planning to provide a general framework for anticipating information requests.

The fourth element of the assessment, *Findings and Recommendations*, are the result of a comprehensive exchange of ideas, concerns, issues, and applications focused on the need to develop and implement improvements in current OTT information management practices. Within the structure of the overall information management assessment, 4 key findings and 14 recommendations were put forth for further consideration and action by the OTT/DAS, his immediate staff, and his Office Directors.

Finding 1: The development of a database (one is currently under consideration by OTT) and standardized responses for frequently received information requests would assist OTT in planning for, or anticipating, requests.

- Fact sheets and reports have been developed by OTT/DAS staff to anticipate requests. However, not all of these materials are available directly from OTT/DAS -- some are maintained at other organizational levels. The result is that OTT/DAS staff often have to refer some requests to the OTT Offices/Divisions level.

*Note: The frequency/volume analysis of information requests showed that 31.7% of requests are referred to Office/Division levels.*

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- Contractors also maintain databases that are used by OTT/DAS staff; however, OTT Program Offices (on a case-by-case basis) may not be aware of all of the information that is available.
- A system to collect and locate within OTT's DAS Office all available data/materials for responding to information requests would reduce some of the referrals to Office/Division levels. This would reduce the number of individuals handling a request and could increase the ability to meet deadlines.
- A detailed analysis needs to be performed to determine what information would be most useful to OTT/DAS staff. Periodic reviews should be conducted to identify any additional items of information that would be useful in responding to multifaceted information requests.
- Although standardized responses can be developed for frequently asked questions, there will still be the need to tailor the standardized response to the specific information request.

## Recommendations:

- A binder/notebook containing standardized responses could be maintained by DAS support staff. (This could assist in providing coverage when individuals are away on travel; it could provide a mechanism to curtail referrals; it creates a resource tool so that staff are cognizant of events in other program areas.)
- The development of a LAN, which is currently underway, would assist OTT/DAS in planning for, or anticipating, information requests. A LAN would allow multiple access to information and would reduce the number of individuals addressing a given request.

Finding 2: Improved communication between OTT/DAS staff, other staff members within OTT, and other Offices within CE would enhance OTT's ability to respond to information requests.

- One of the strengths mentioned by OTT/DAS staff was their ability to communicate well with one another. Relocating Program Office staff offices together has improved the communication between the Divisions within OTT.
- OTT/DAS staff felt that the flow of information between OTT/DAS and the other Program Offices within OTT could be improved. Current DAS staff meetings are scheduled to be held twice a week but are actually conducted when the DAS feels that information from the Assistant Secretary's meetings needs to be shared.

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*Note: This represents one of the few opportunities OTT/DAS staff and Office Directors have to share information with one another. Inconsistency of staff meetings impedes the flow and exchange of information between OTT/DAS staff and the Office Directors -- the result is that information doesn't get shared.*

- Although information about what is transpiring within other Offices/ Division within OTT is provided in the weekly highlights, these highlights need elaborated detail.
- OTT/DAS staff are not always aware of R&D/programmatic developments internal to OTT as well as within other DOE Offices. This lack of awareness interferes with their ability to anticipate information requests that might be received from these Offices.

## Recommendations:

- More staff meetings need to be held as scheduled and a specific time devoted to discussing issues related to responding to information requests.
- Detailed weekly reports would also facilitate the sharing of information between OTT/DAS and other OTT staff members. Typical subject areas to be covered: early warning items; major contract awards; major milestones achieved; announcement of significant events; significant problem areas; legislative program updates; new initiatives.
- Develop a framework for the conduct of lower-level staff meetings that allows information exchanged at OTT/DAS and Office Directors staff meetings to flow downward. The framework should also allow lower-level staff to provide Office Directors with feedback/input for the next OTT/DAS staff meeting.
- To improve the flow of information between OTT/DAS and other Offices within CE, weekly activity reports compiled by OTT, could be consolidated into a monthly progress report and distributed to other programmatic components of CE. These CE components should also be encouraged to compile and distribute parallel monthly reports to OTT and its counterparts.
- Informal meetings/gatherings (e.g., Technology Clubs) would also facilitate the sharing of information between OTT/DAS and other Offices within CE.

Finding 3: Long-term planning to enhance OTT's DAS Office ability to anticipate responding to information requests.

- A planning/control system is lacking that anticipates information requests that may originate from OTT or from other Offices within CE.

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- Similar types of information requests occur every year (e.g., seasonal such as budget requests) which should provide the basis for advanced planning.

## Recommendations:

- Better communication/coordination between other CE Offices and OTT/DAS as well as the Offices directly supporting CE's Assistant Secretary (e.g., OPA, OMR) so as to determine those requests that normally require a quick turn-around, clarity on priorities of programs, etc.
- Develop within OTT a system that keeps track of when events associated with information requests will occur (e.g., hearing exercises; first draft of budgets; major meetings). One possible way to address these events is to include them in the already established OTT Calendar of Events.

## Finding 4: Develop written information management procedures.

- Lack of written information on the delegation of technical areas of responsibility results in a plethora of misdirected phone calls into OTT by DOE operators and others.
- Lack of comprehensive written CE guidelines for the format of selected routine documents results in OTT/DAS staff often having to reformat documents received from the Program Offices. In addition, in areas where guidelines do exist (e.g., budget requests), adherence by the Program Offices can be infrequent.

## Recommendations:

- Establish formal procedures for delegating responsibility for responding to information requests when staff members will be away from the office for extended periods of time. The frequency/volume analysis indicates some overlap in areas of responsibility. This could serve as the basis for assignments. After these areas of responsibility are defined, compile a list arranged alphabetically by areas of responsibility which should be distributed to all OTT staff (especially OTT new hires) and most importantly, to those areas where misdirected phone calls originate (e.g., DOE operators; industry networks).
- Develop a system for Program Offices to track/record when information requests are due, and the status of such requests. This system will allow more time for the Program Office to focus on any format problems that may arise and provide a mechanism for OTT/DAS staff oversight.
- Develop a document that outlines technical areas of responsibility coupled with the development of written procedures specifying the format of documents.

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- Develop a system that informs OTT staff of written guidelines and institute a process for execution, enforcement, and maintenance.

Overall, it was found that the OTT/DAS Office performs fairly efficiently given current operating constraints. Due to some of these current operating restrictions, time has not been available to institute more comprehensive planning, organizing, implementing and controlling mechanisms for responding to information requests. While there are some mechanisms that can improve the current process, the effectiveness of these mechanisms to reduce the "fire drills" is constrained by outside factors that require the cooperation of other Offices within DOE, especially CE.

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## CHAPTER 1. INTRODUCTION

As the direction of the U.S. government's (e.g., U.S. Department of Energy -- DOE) transportation research and development program has continued to evolve, critical communication linkages have continued to present the need to manage extremely effectively all elements of the public/private sector information exchange process.

Information dissemination and associated information management systems must be structured to improve program responsiveness and effectiveness impacting internal and external markets, address legislative and executive directives which influence program operations, provide for the timely execution of project/policy initiatives, and enhance the application of total quality management in all facets of transportation technology research and development (R&D).

In consideration of the focus of the nation's transportation efficiency program, one of its preeminent R&D and programmatic centers is a major component of DOE's Office of Conservation and Renewable Energy (CE) -- the Office of Transportation Technologies (OTT). OTT, directed by its Deputy Assistant Secretary, sponsors long-term, high-risk R&D focused on technologies that will improve the fuel flexibility and efficiency of the U.S. transport sector.

OTT, as a center of excellence, seeks to consistently maintain programmatic (e.g., information management) objectives in light of CE and Department goals. Therefore, it is crucial that the Deputy Assistant Secretary, in concert with his Office and program staff, adequately and effectively collect, process, store, retrieve, and distribute information vital to the technical and programmatic needs of OTT.

Under the direction of the National Renewable Energy Laboratory, in conjunction with OTT, Meridian Corporation (a DynCorp company) was commissioned to conduct an assessment of the current information management practices within OTT.

There was a definitive need to identify, assess, and evaluate the varied types and sources of information flowing into the Deputy Assistant Secretary's Office for the purpose of enhancing overall operational effectiveness. The objectives of the assessment were to identify the type of information requests made through OTT, to assess the number and frequency of these requests, to evaluate the current procedures used to respond to such requests, and to recommend improvements in the information management process.

This study will discuss the approach employed in identifying information requests, the process developed to assess these varied requests, and the evaluation methods utilized to address current information management procedures. The findings and recommendations to be considered by OTT will be addressed as the concluding element in this study.

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## **CHAPTER 2. IDENTIFICATION OF INFORMATION REQUESTS**

This chapter discusses the approach employed to identify the varied sources of information requests and the resultant taxonomy developed to describe information requests received by OTT's Deputy Assistant Secretary (DAS).

### **2.1 DATA ACQUISITION PROCESS**

A four step process was utilized in order to establish a baseline for project execution. Each of these steps, as inputs/outputs to the overall approach, addressed the following:

#### **Orientation Activities**

This step involved performing a range of review activities designed to support the development of the data collection framework. Specific activities included reviewing project objectives and requirements, holding discussions with DAS staff, and reviewing a wide range of program information regarding OTT.

#### **Development of Data Collection Framework**

The objective of this step was to develop a data collection framework to help track the following information:

- The name of the individual receiving the information request
- The date the information request was received
- The request medium (e.g., phone, letter)
- The requesting source
- The date the request is due
- The subject of the information request
- The name of the individual(s) to whom the information request is referred to for action
- The action taken in response to the information request
- The OTT Office or Division/individual responsible for maintaining a record of the action
- The total estimated time to respond to the information request

The data collection framework was designed to encompass both international and domestic information requests (although no international requests were identified). Specific activities in the development of the data collection framework included reviewing relevant background

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information on OTT; developing draft data collection forms and based on discussions with the DAS and his support staff, revising the data collection forms; and developing instructions for the completion of the data collection forms.

Two data collection forms were developed. One of the forms (Exhibit 2.1.A) was used to record information requests received by letter, fax, meetings, or personal delivery. In addition, this form was used for phone calls taken by the secretarial staff in the absence of technical staff. Technical staff were responsible for completing the data collection form. The other form (Exhibit 2.1.B), a phone log, was used to record information requests received via the telephone that were taken and handled directly by the technical staff.

## **Data Collection**

This third step focused on information requests received by OTT's DAS and his support staff during a four week period. *Data were collected from March 16, 1992 to April 10, 1992.* A combined total of 186 information requests were recorded on both data collection forms. The majority of the data collection forms completed by the DAS and his support staff was for information requests received during the first two and one-half weeks of the data collection period. Only a few forms were received during the last week and one-half of the data collection period. There also were instances where gaps in information existed and were unable to be closed in consultation between Meridian and DAS staff. Appendix A presents the consolidated information from all OTT data collection forms.

## **Analysis of Information Requests**

The final step in the data acquisition process involved the analysis of, and reporting on, all information from the data collection forms. Specific analysis and report development activities included developing a dBase III Plus database; inputting all data on information requests received; and developing a taxonomy as referenced in Section 2.2 to describe: the subject of the information requests, the source of the information requests, and the actions taken in response to the information requests.

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## EXHIBIT 2.1.A DATA COLLECTION FORM FOR INFORMATION REQUEST

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Time In/Time Out: \_\_\_\_\_ / \_\_\_\_\_

Request Medium: (circle one) letter phone  
meeting fax individual other \_\_\_\_\_

(Attach phone message  
here if applicable)

From: (Requesting Source)

Name \_\_\_\_\_

Agency/Company \_\_\_\_\_

Phone \_\_\_\_\_

Due Date: \_\_\_\_\_

Information Requested:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Referred To: \_\_\_\_\_

Action Taken:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

OTT Office or Division/Individual Responsible for Maintaining Record of Action:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Estimated Total Response Time: \_\_\_\_\_

Secretaries should continue to use the DOE phone message form. That form should be attached to this form when phone calls are returned.

**EXHIBIT 2.1.B**

**PHONE LOG FOR INFORMATION REQUESTS**

<b>Requesting Source/Name</b>	<b>Date</b>	<b>Time Start/Stop</b>	<b>Notes/Comments (e.g., information requested, action taken, individual referred to*)</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			

\* If the action is referred, the individual responsible for completing the action should fill-out the data collection form.

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## **2.2 TAXONOMY (CLASSIFICATION) OF INFORMATION REQUESTS**

A detailed taxonomy for all of the 186 actions taken during the data collection period was developed and addressed the following three elements: the subject of the information request, the requesting source, and the classification of actions taken.

### **Classification of the Subject of the Information Request**

The subjects of the information requests were grouped into the following 15 categories:

- CE/OTT Program Management Issues
- Patterson Technical
- Vehicle Technology Promotional Events
- Funding
- Budget Requests
- National Laboratory (Other than Funding)
- Congressional Reports/Inquiries (Unrelated to Budget)
- Conferences/Workshops
- Reports/Study Requests
- Energy CRADAs
- Legislation
- Office of Propulsion Systems (OPS) Technology Related
- Office of Alternative Fuels (OAF) Technology Related
- Office of Transportation Materials (OTM) Technology Related
- Other

In the first 11 categories, the subjects of the information requests were broadly grouped according to topical areas. Dividing the requests in this manner provides insight into the general categories of the types of information requests the OTT's DAS Office handles on a daily basis.

With a few exceptions (CE/OTT Program Management Issues, Patterson Technical, and Vehicle Technology Promotional Events), most of the first 11 categories are self-explanatory and do not require a description of their contents. The CE/OTT Program Management Issues grouping includes key information requests for OTT-related activities that fit into such diverse areas as the Internal Review Budget (IRB) process, fact sheets describing OTT's activities in North Carolina, and revisions to a capability statement to reflect CE management comments. The subject of information requests in the Patterson Technical grouping, for example, include the

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MPG (miles per gallon) impact of metal gates and covering beds on light pick-up trucks, the MPG database, and the hybrid vehicle program. Whereas, the Vehicle Technology Promotional Events category contains selected information requests such as funding for the Atlanta Clean 500, and plans for the Atlanta Olympics.

The last four categories are a catch-all grouping for information requests that do not fit into the other groupings. The OPS Technology Related, OAF Technology Related, and the OTM Technology Related categories represent information requests classified by the OTT Office that is most closely associated with the information request (e.g., electric vehicle inquiries unrelated to any of the first 11 categories would be associated with the Office of Propulsion Systems and would therefore, be placed in the OPS Technology Related category). Within the Other category, selected information requests can be found such as a request for OTT's mailing address, and a request by the Wall Street Journal for an interview with the DAS.

## **Classification of the Requesting Source**

The sources of the information requests were classified into the following eight categories:

- DOE/CE/OTT
- DOE/CE
- Other DOE
- Consultants
- National Laboratory
- Industry/Trade Association
- Other Government Agencies
- Other

The first three categories, DOE/CE/OTT, DOE/CE, and Other DOE, represent information requests originating from individuals within DOE. The distinction between these three categories is that the first category includes requesting sources within the OTT, the second category includes requesting sources in other program offices within CE, and the third category includes other DOE offices outside of CE.

The next four categories, Consultants, National Laboratory, Industry/Trade Association, and Other Government Agencies, include requesting sources outside of DOE. The Consultants and National Laboratory categories are self-explanatory and do not require a description of their contents. The Industry/Trade Association grouping contains organizations such as Ford Motor

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Company, San Diego Gas and Electric, and the Electric Vehicle Association. Within the Other Government Agencies category can be found agencies such as the Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), and the City of Denver.

The last category, Other, is a catch-all for requesting sources that do not fall within any of the previously described groupings. Examples of requesting sources in this category are Alfred University and the Wall Street Journal.

## **Classification of Actions Taken**

The actions taken in response to information requests were grouped into the following six categories:

- Conferred With Others/Referred for Action
- Set-Up/Attended Meeting
- Provided Information
- Prepared/Revised Documents
- Received Information - No Action Required
- Returned Phone Call - Unable to Contact

As Exhibit 2.2.A shows, DAS staff performed several actions in response to an information request. Therefore, a number of the information requests have been grouped into more than one of the above categories. (Exhibit 2.2.A presents a representative composite of the entire taxonomy which is provided in Appendix B.)

The first category, Conferred With Others/Referred for Action, represents instances where it was necessary for DAS staff to confer with other individuals in order to obtain the information needed to respond to a request. As Appendix B shows, subcategories have been added to this category in order to provide information to show where DAS staff referred the information request for action. These subcategories include:

- Other OTT/DAS Technical Staff
- Other Program Offices Within OTT
- Outside of DOE
- Other DOE

EXHIBIT 2.2.A

TAXONOMY OF INFORMATION REQUESTS

Record Number	DAS Staff Receiving Action	Request Medium	Classification of Subject of Information Request	Classification of Requesting Source	Classification of Action Taken
1	T. Gross	Phone	Budget Requests	DOE/CE/OTT/...OTM	Provided Information
2	T. Gross	Phone	National Laboratory (Other than Funding)	National Laboratory	Set-Up/Attended Meeting
3	T. Gross	Phone	Other	Other Government Agencies	Set-Up/Attended Meeting
4	T. Gross	Phone	Office of Alcohol Fuels Technology Related	Consultants	Set-Up/Attended Meeting
5	T. Gross	Phone	Conferences/Workshops	Consultants	Provided Information
6	T. Gross	Meeting	Office of Alcohol Fuels Technology Related	DOE/CE/...Davis	Set-Up/Attended Meeting Prepared/Revised Documents
7	T. Gross	Individual	Office of Propulsion Systems Technology Related	Other DOE	Provided Information
8	T. Gross	Phone	Office of Alcohol Fuels Technology Related	Industry/Trade Association	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff
9	T. Gross	Phone	Office of Alcohol Fuels Technology Related	DOE/CE/OTT/...OAF	Conferred With Others/Referred for Action - Other Program Offices Within OTT
10	T. Gross	Phone	Office of Propulsion Systems Technology Related	DOE/CE/...OIT	Provided Information
11	T. Gross	Phone	Missing <sup>1</sup>	DOE/CE/OTT/...OAF	Return Phone Call - Unable to Contact
12	T. Gross	Phone	Legislation	DOE/CE/OTT/...OAF	Provided Information
13	T. Gross	Phone	Missing <sup>1</sup>	Other Government Agencies	Return Phone Call - Unable to Contact
14	T. Gross	Phone	Office of Propulsion Systems Technology Related	Other DOE	Prepared/Revised Documents
15	T. Gross	Phone	Funding	National Laboratory	Conferred With Others/Referred for Action - Other Program Offices Within OTT
16	T. Gross	Phone	Energy CRADA's	Other DOE	Provided Information

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The second category, Set-Up/Attended Meeting, includes actions in which DAS staff set-up or attended meetings with the requesting source to further discuss the information being requested.

The third and fourth categories listed above (Provided Information and Prepared/Revised Documents) represent categories in which DAS staff provided or sent information to the requesting source. The Provided Information category includes actions that did not require DAS staff to prepare any new documents but involved either sending the requesting source information that was readily available (e.g., summaries of OTT programs, copies of reports) or verbally (e.g., over the telephone) providing information. The Prepared/Revised Documents category includes actions that required DAS staff to prepare new documents (e.g., letters, memos) in response to information requests.

In the fifth category, Received Information - No Action Required, the requesting source provided information (e.g., the status of legislation) to DAS staff and no action was required on the part of DAS staff.

The last category, Returned Phone Call - Unable to Contact, represents instances where DAS staff received a phone message from the secretarial staff, returned the phone call of the requesting source but were unable to contact the requesting source. While further action may have been taken by DAS staff at a later date, these actions were not recorded on the data collection forms and therefore, could not be assigned to any one of the other five categories (e.g., Conferred with Others/Referred for Action; Set-Up/Attended Meeting; Provided Information; Prepared/Revised Documents; or Received Information - No Action Required).

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## CHAPTER 3. ASSESSMENT OF INFORMATION REQUESTS

This chapter presents the results of the categorization of the frequency and volume of all domestic (no international actions identified) information requests made during the data acquisition phase of the assessment.

The information developed and presented herein (Exhibit 3.A) culminates the analysis of all information requests received by OTT's DAS Office during the four-week data collection period (March 16 to April 10, 1992) and identifies the most frequently occurring requesting source, geographic sector (all information requests were domestically focused), request medium, subject of the information request, and action taken.

### Requesting Source

Exhibit 3.B, which depicts the various requesting sources indicates a slightly larger proportion of information requests originated within DOE (51.4 percent) than outside of DOE (48.6 percent).

An examination of the information requests originating inside DOE, shows that the most frequently occurring requesting source was DOE/CE (20.4 percent) followed by Other DOE (18.8 percent) and DOE/CE/OTT (12.2 percent). Within the DOE/CE/OTT categories, it was further realized that a majority of the requests originated specifically from OTT's DAS Office. Within the DOE/CE category, the majority of information requests originated from those offices supporting the Assistant Secretaries Office.

For information requests originating outside of DOE, the most frequently occurring requesting source was Industry/Trade Association (19.9 percent) followed by Other Government Agencies (9.9 percent), National Laboratory (9.4 percent), Consultants (7.2 percent) and Other (2.2 percent). Within Other Government Agencies, requests from Capital Hill were the most frequent followed by the U.S. Department of Agriculture. With regard to the National Laboratory category, the National Renewable Energy Laboratory followed by Oak Ridge National Laboratory had the highest levels of interaction with the OTT/DAS Office.

### Request Medium

Exhibit 3.C presents the request medium in which information requests were made. As Exhibit 3.C indicates, OTT/DAS staff received the majority of information requests over the telephone (69.2 percent) followed by individual or personal delivery (14.1 percent), letter (8.1 percent), meeting (7.0 percent), and fax (1.6 percent).

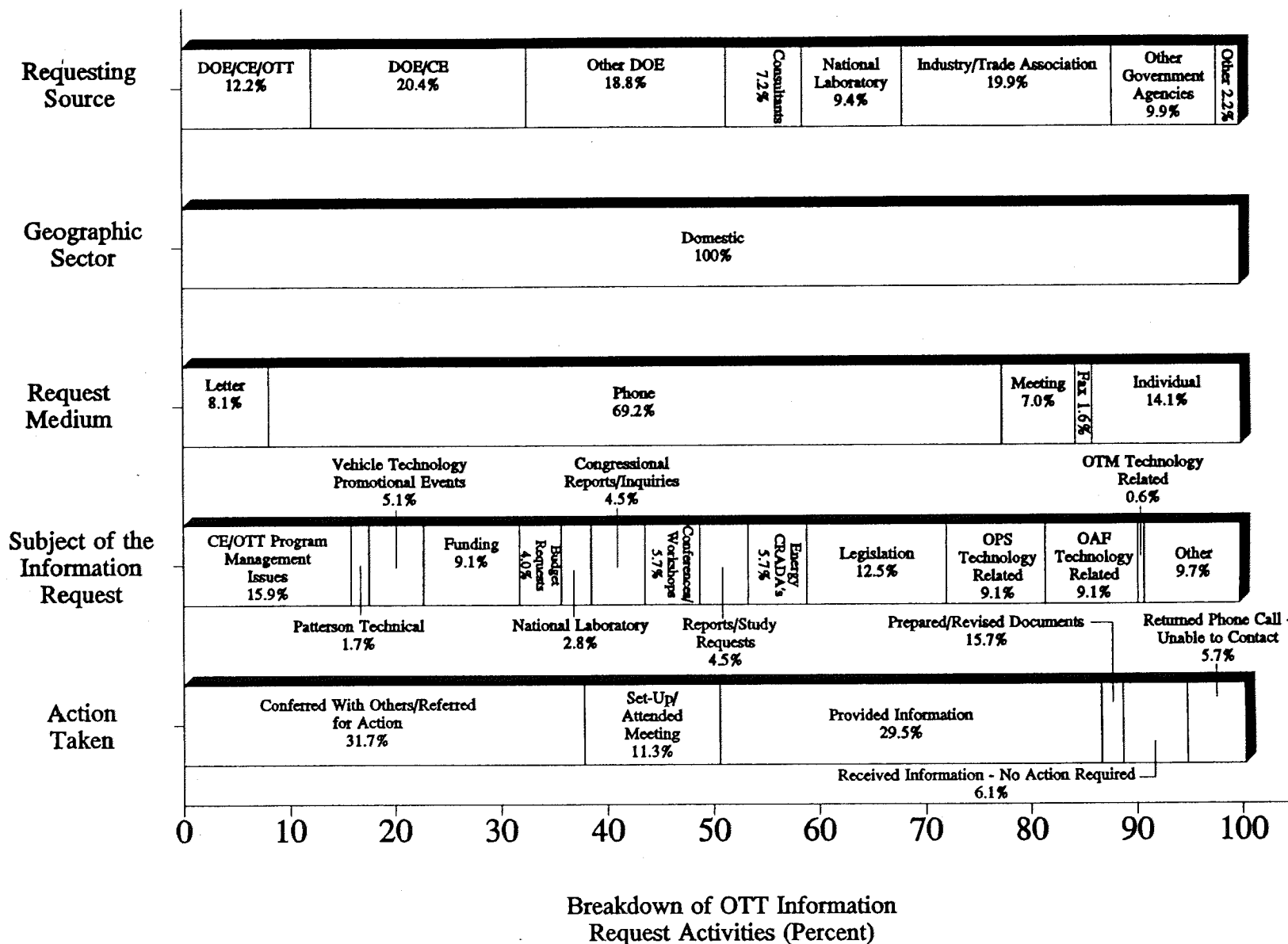
### Subject of the Information Request

Exhibit 3.D shows the subject of the information requests. As the Exhibit shows, the most frequently occurring subject of the information requests concerned CE/OTT Program Management Issues (15.9 percent) closely followed by Legislation (12.5 percent).

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**EXHIBIT 3.A**

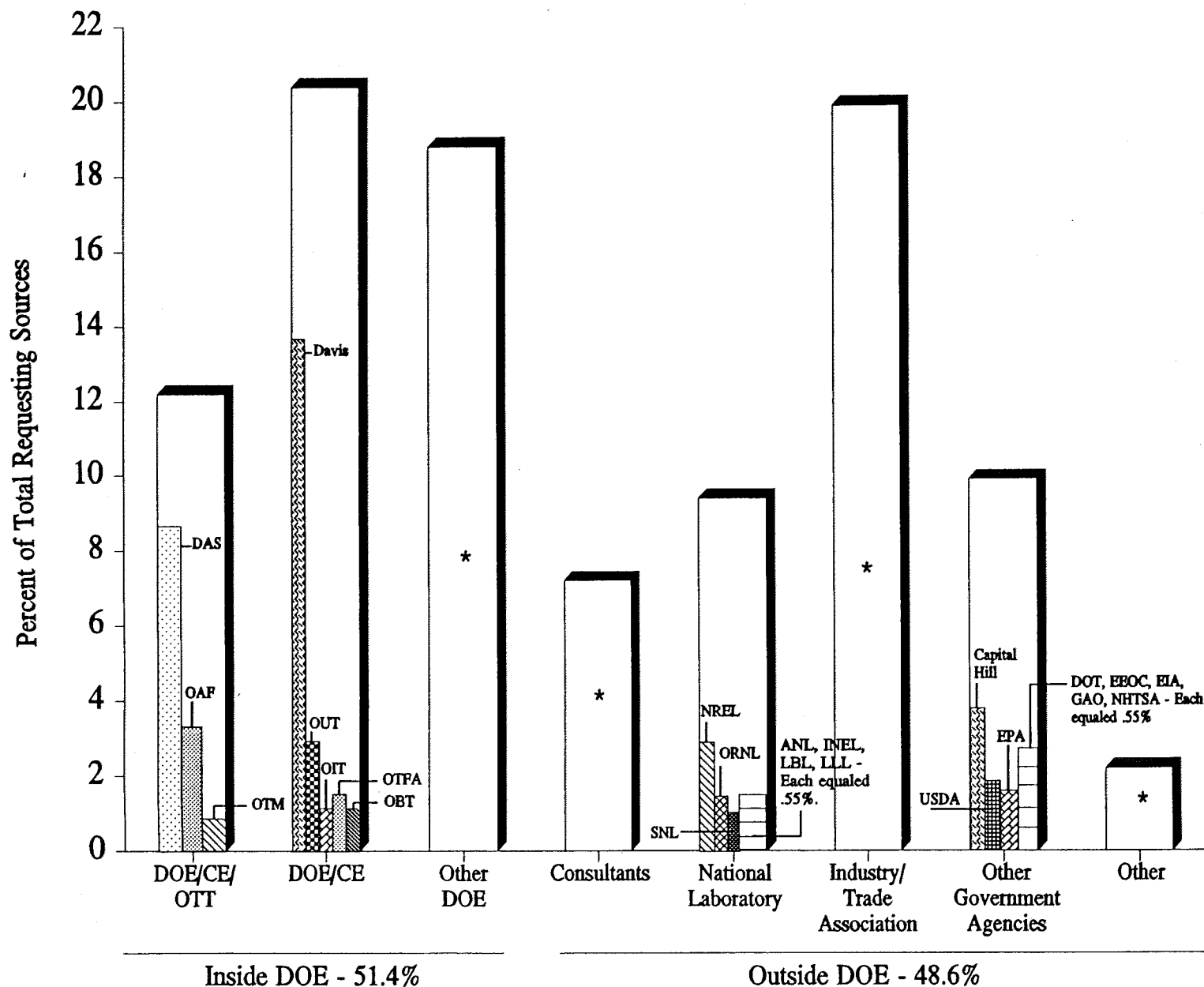
# SUMMARY OF FREQUENCY ANALYSIS OF INFORMATION REQUESTS



# REQUESTING SOURCE

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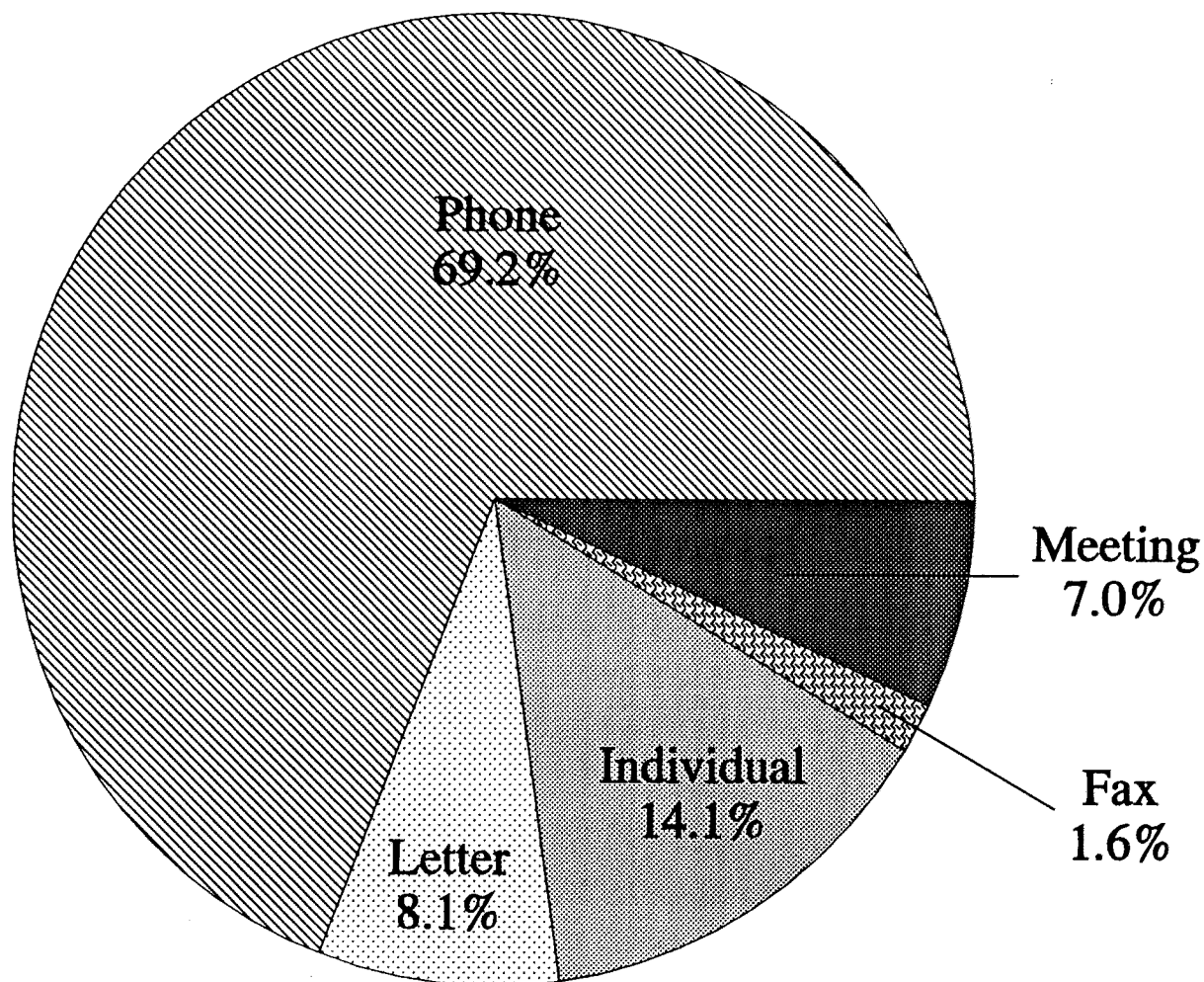
**EXHIBIT 3.B**



\* This category could not be further divided into meaningful groups.  
Note: Total number of requesting sources equalled 181.

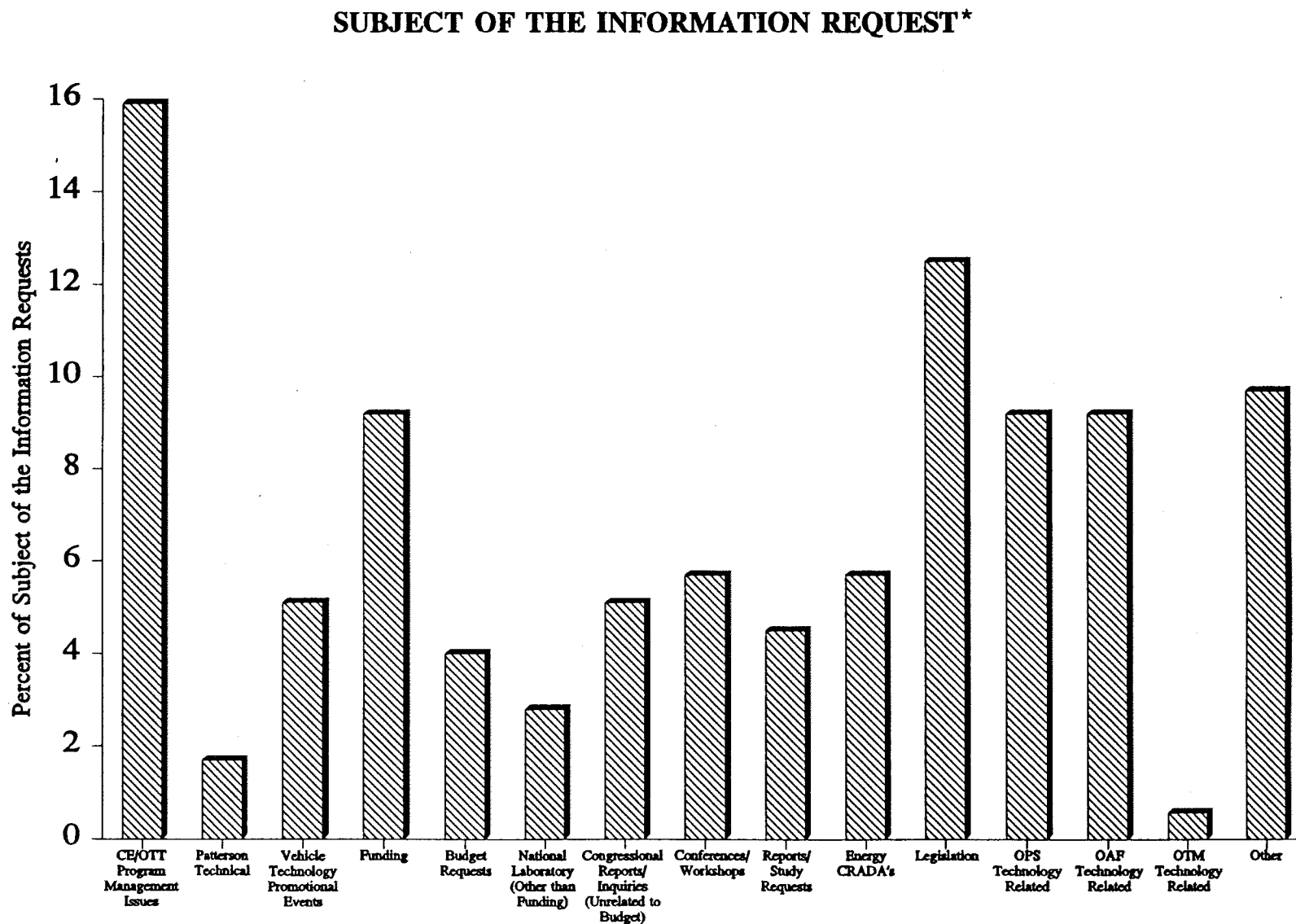
**EXHIBIT 3.C**

**REQUEST MEDIUM**



Note: Total number for the request medium equaled 185 (there was no recorded request medium for one of the information requests received; the medium could not be identified).

**EXHIBIT 3.D**



\* The subject of the information request categories could not be further divided into meaningful groups.  
Note: Total number of subject of the information request equaled 176.

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## **Actions Taken**

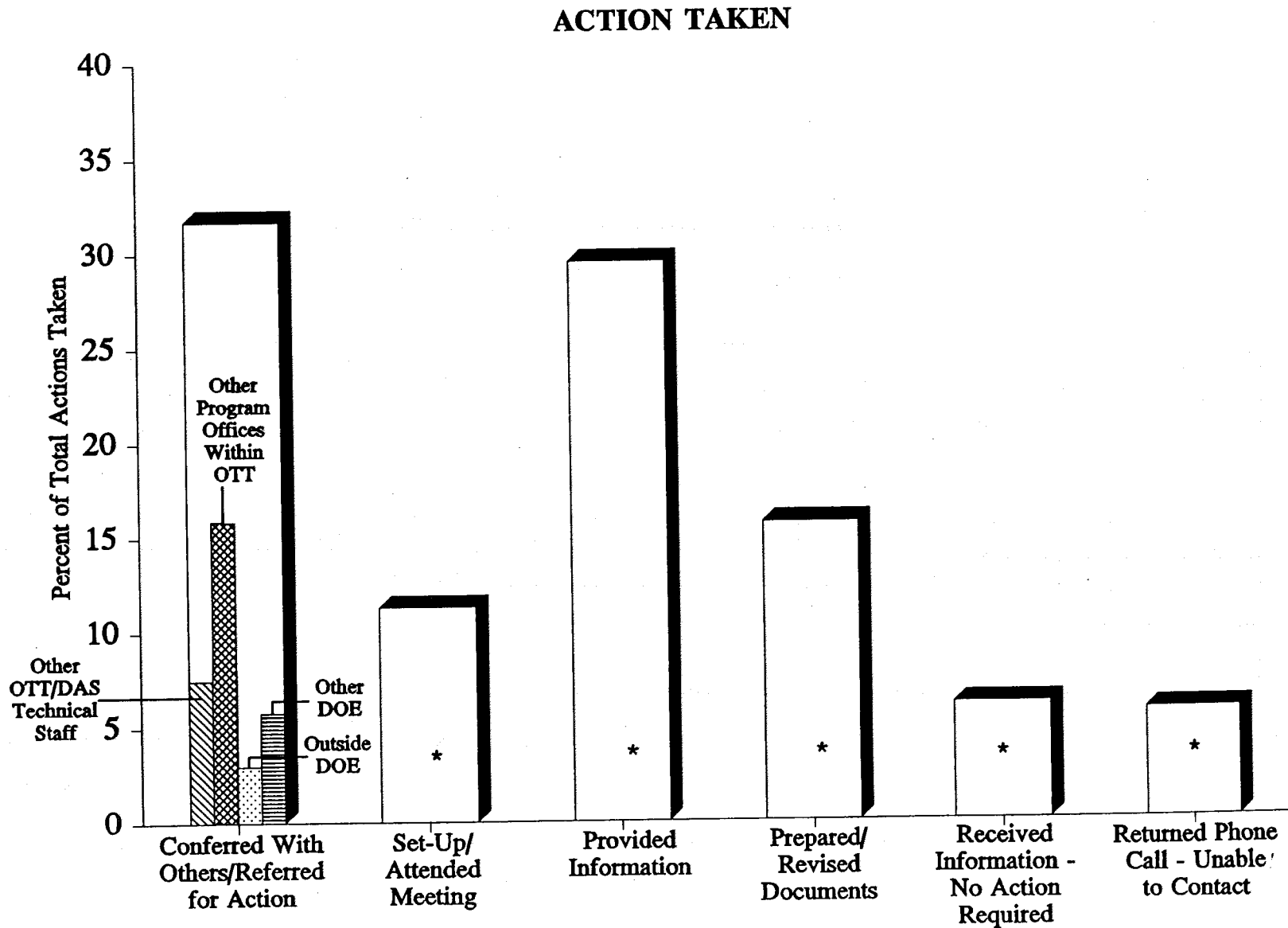
The actions taken in response to information requests are illustrated in Exhibit 3.E. As the Exhibit demonstrates, the majority of the actions taken by OTT/DAS staff were almost evenly divided between Conferred With Others/Referred for Action (31.7 percent) and Provided Information (29.5 percent). An examination of the agencies/organizations with whom OTT/DAS conferred with or referred the information request for action, shows that the majority of information requests were referred to Other Program Offices Within OTT.

## **Information Request Flow Characterization**

Exhibit 3.F presents a cross-tabulation of the request medium and the requesting source to gain an understanding of how information is transmitted to OTT/DAS by various requesting sources. As Exhibit 3.F shows, with the exception of requests made by DOE/CE/OTT and DOE/CE, OTT/DAS staff received the majority of requests by requesting sources over the telephone. The request medium most frequently used for requests made by DOE/CE/OTT was individual or personal delivery. For requests from DOE/CE, the request medium most frequently used was a letter.

Appendix C provides a detailed summary and assessment of the information requests individually received by OTT/DAS technical staff members and their respective general observations as input/output for the frequency/volume analysis.

EXHIBIT 3.E

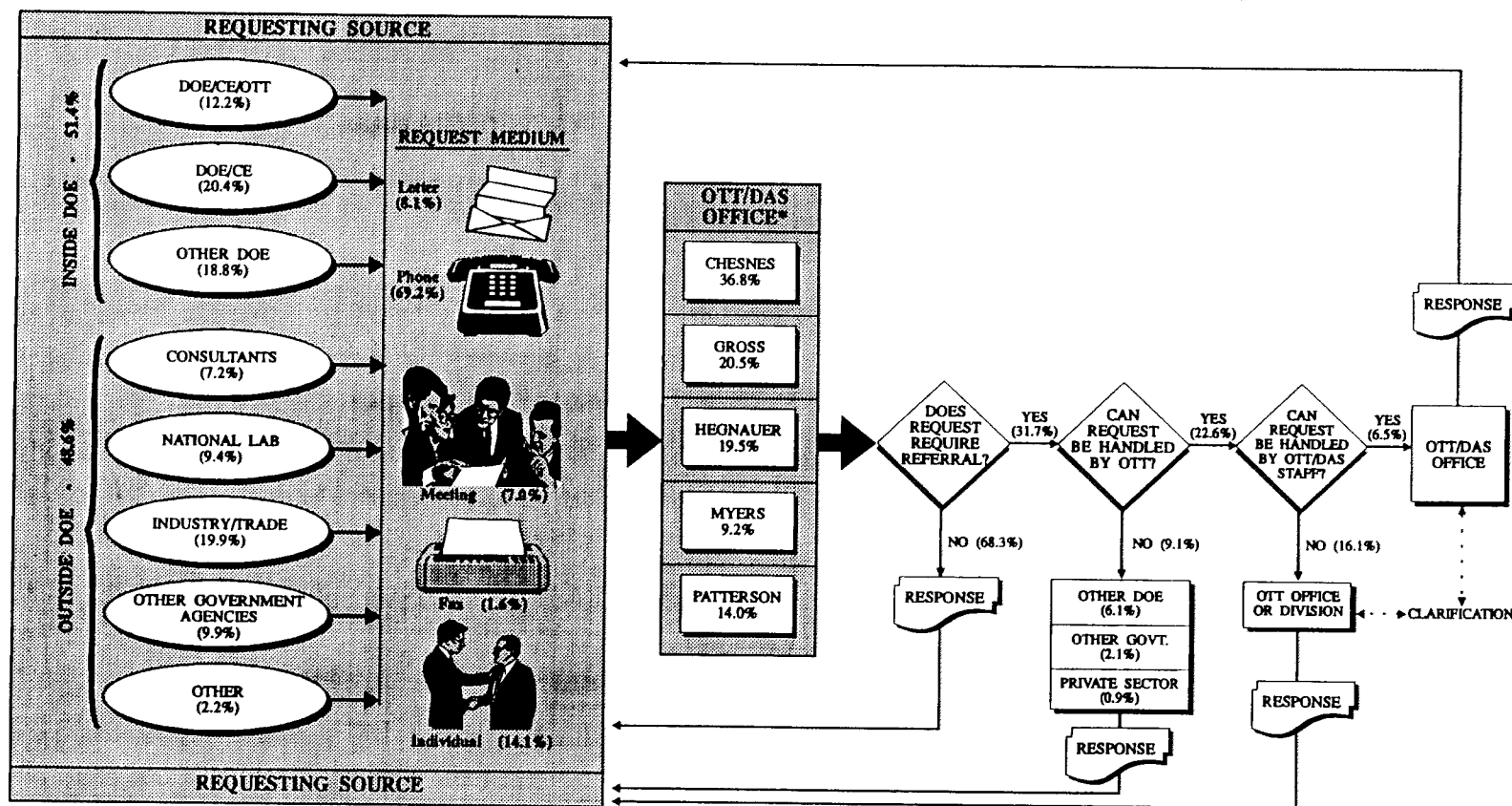


\* This category could not be further divided into meaningful groups.

Note: Total number of actions taken equaled 230 due to some of the information requests requiring multiple actions.

**EXHIBIT 4.1.A**

**OTT/DAS OFFICE  
INFORMATION REQUEST  
PROCESS FLOW**



\* OTT/DAS staff percentage break-down reflects number of information requests received during the data collection period.

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The only types of request mediums that do not follow the information flow process outlined above, and are not shown on the information flow diagram, are the controlled correspondence faxes or letters. Controlled correspondence can originate from any of the requesting sources shown but are only received by OTT from requesting sources inside DOE but outside OTT (e.g., DOE/CE, Other DOE). Controlled correspondence may or may not be sent through the OTT/DAS Office before it reaches an individual in one of the OTT Offices or Divisions. However, it was estimated by OTT Office Directors that 95% of the controlled correspondence responses are channelled through the OTT/DAS Office for concurrence before being sent to the requesting source.

## **4.2 EVALUATION OF INFORMATION MANAGEMENT PROCEDURES**

This section presents the findings from the interviews conducted from June 11 - 18, 1992 with OTT's DAS, and his support staff (including Office Directors) utilizing the questions contained in Exhibit 4.2.B. The findings are organized according to the following four areas: planning, organizing, implementing, and controlling. A summary of the strengths and weaknesses of current information management practices is also provided at the end of this section.

### **Planning**

OTT/DAS staff felt that it is often difficult to plan for or anticipate requests. However, OTT/DAS staff have developed some materials (e.g. fact sheets, reports) for frequently received information requests. Some of these materials are available directly from DAS Office staff while others are maintained at the Office and Division levels. One comment frequently made by OTT/DAS staff is that the development of a well-planned local area network (LAN) would improve the information flow process in general, and would also be a useful planning tool.

Most OTT/DAS staff members are satisfied with the level of planning within OTT. Several instances were mentioned where OTT/DAS staff are given a short period of time (48 hours or less) to respond to a request that other CE Offices may have received several months ago. It was noted that improved long-range planning and communications within CE might allow OTT/DAS staff to better anticipate and begin preparation for responding to information requests.

OTT/DAS staff were also asked about the mechanisms in place to evaluate the quality of responses to information requests. OTT has a system to evaluate the quality of responses before they are sent to the requesting source. For information requests that are referred for action to the Divisions within OTT, the Office Director is responsible for ensuring the quality of the response before it is either returned to the DAS Office or sent to the requesting source. Information requests handled directly by OTT/DAS staff are usually checked by the DAS or his designee before being sent to the source. Because of the quick turn-around time for information and the large volume of requests, there is not always sufficient time for output to go through this system of quality control. However, OTT is hiring an individual with a strong background in correspondence control and transcribing to increase the quality of responses.

**EXHIBIT 4.2.B**

**INTERVIEW GUIDE FOR THE EVALUATION OF OTT'S DAS OFFICE  
CURRENT INFORMATION MANAGEMENT PROCEDURES  
(For OTT/DAS Technical Staff and OTT Office Directors)**

**PLANNING**

1. How does OTT plan for or anticipate information requests? (e.g., developing databases, standardized responses for frequently asked questions)
2. Are you satisfied with the level of planning for responding to information requests?
3. Are there any mechanisms in place to evaluate the quality of responses to information requests? If yes, what are they? Are they working as they should be?

**ORGANIZING**

1. Is there a clear delegation of responsibility for responding to requests? Is there any overlap between your areas of responsibility and that of others?
2. Are staff meetings used for communication purposes? If yes, how often are they held? What are some of the topics related to responding to information requests that have been discussed at these meetings?
3. What adjustments are made for responding to information requests when staff members will be away from the office for long periods of time (e.g., vacations, conferences/workshops)?

**IMPLEMENTING**

1. Do you feel that you have sufficient time to respond to information requests? If no, why not? What suggestions do you have for improving the time it takes to respond to information requests?
2. Do you feel that the deadlines for responding to information requests are realistic?
3. Are you satisfied that you have all of the information (e.g., documentation, policies) needed to respond to information requests? If no, what additional information would be useful?
4. Do procedural manuals exist for responding to information requests? If yes, what do procedural and policy manuals cover?
5. Do you maintain records/files on the actions you have taken in response to information requests? If yes, how are records/files kept on actions taken? How long are records/files kept? Have you experienced any problems in finding records/files of actions you have taken when needed?
6. Are you satisfied with the flow of information between OTT/DAS and the other Program Offices within OTT (e.g., joint staff meetings regarding information requests)? If no, what could be done to improve the flow of information?

**EXHIBIT 4.2.B**

**INTERVIEW GUIDE FOR THE EVALUATION OF OTT'S DAS OFFICE  
CURRENT INFORMATION MANAGEMENT PROCEDURES  
(For OTT/DAS Technical Staff and OTT Office Directors)  
(Cont'd)**

7. What are the overall strengths and weaknesses of current information processing procedures?
8. What could be done to improve information management practices (e.g., planning, controlling) in general, and information processing procedures in particular?
9. Are you satisfied with the quality of responses to information requests? If no, what could be done to improve the quality of responses?

**CONTROLLING**

1. Are any mechanisms/procedures in place to ensure that resources are effectively used?
2. Are any mechanisms/procedures in place to compare actual performance with OTT's expectations for responding to information requests? Is feedback provided to employees?
3. Who is responsible for monitoring the quality of responses to information requests to ensure that resources are effectively used, that actual performance matches OTT's expectations?
4. Are memos or bulletins circulated explaining plans and/or procedures for responding to information requests? If yes, is a record/file of memos or bulletins maintained? Who is responsible for maintaining the record/file of memos or bulletins?
5. Do you have any additional comments or suggestions that were not covered?

**Additional Questions (for OTT/DAS Technical Staff Only)**

1. When you completed the data collection forms, did the data collected cover all of the request mediums? If no, which ones were left out?
2. Of the request mediums that were recorded, what percentage of each type would you say you captured?
3. Was the data collection period fairly typical or representative of the information requests you receive? Are any other months of the year that have a higher volume of information requests? If yes, how much greater is the volume of information requests?
4. What is your understanding of the areas you are responsible for responding to (e.g., Energy CRADAs, Legislation, National Laboratories)?

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## **Organizing**

Although areas of responsibility for responding to information requests have not been formally assigned, OTT's DAS and his support staff feel that everyone has a clear understanding of their technical areas of responsibility (e.g., Energy CRADAs, Legislation). They also indicated that there is very little overlap in their areas of responsibility.

While there is little overlap in technical areas of responsibility within the DAS Office, OTT/DAS staff did report that they receive some phone calls and controlled responses, concerning technical questions that should be directed to other Offices within DOE. For example, it was mentioned that DOE operators continuously send all transportation inquiries to OTT. The problem is that OTT does not cover all areas of transportation such as the transportation of hazardous wastes.

OTT/DAS staff also reported that there are no formal procedures to make adjustments for responding to information requests when staff members will be away from the Office for long periods of time (e.g., vacations, conferences/workshops). While there are no formal procedures for making adjustments, OTT/DAS staff often will delegate to another staff member the responsibility for responding to outstanding information requests. However, there are some instances where OTT/DAS staff may not be able to delegate the responsibility -- the reasons cited for not delegating the responsibility for responding to requests include the complexity of the information request, the lack of available personnel, and insufficient time to provide adequate instructions.

OTT/DAS staff were asked whether staff meetings are used to enhance the information management process. Most OTT/DAS staff indicated that only a small portion of staff meetings is devoted to discussing issues related to information requests. Staff meetings are scheduled twice a week, and are held between OTT/DAS staff and the Office Directors within OTT. These meetings are generally used by the DAS to share with OTT/DAS staff information provided during the Assistant Secretary for Conservation and Renewable Energy's staff gatherings. After this information has been shared, each OTT/DAS staff member is given the opportunity to speak or share programmatic information with other staff members. OTT/DAS staff commented that OTT staff meetings are not always held as scheduled. If the DAS feels that pertinent information was not obtained from the Assistant Secretary's staff gatherings, a staff meeting will not be held. OTT/DAS staff reported that a week to one-and-one-half weeks have often passed before a staff meeting has been held. However, meetings are seen as one of the few opportunities where OTT/DAS staff can share information with other staff members as well as with OTT Office Directors.

## **Implementing**

Most OTT/DAS staff and OTT Office Directors feel that they do not have sufficient time to respond to requests. This is due to both the large volume of information requests received and the unrealistic deadlines for responding to them. A frequent observation about unrealistic deadlines was that information requests often pass through several Offices within DOE before

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being received by OTT/DAS (the only exception may be controlled correspondences that are sent directly to OTT staff). When it finally reaches the DAS' Office, three days may already have elapsed on an information request with an initial deadline of five days. This leaves only two days for OTT/DAS staff to respond. In addition, it was noted that on several occasions, although OTT/DAS staff have met the quick turn-around time for a request, it may take two months before the response to the request leaves DOE. Because OTT/DAS staff often do not have sufficient time to deal with information requests, they feel that the quality of their responses suffers. They also reported that because of unrealistic deadlines and the need to constantly respond to "fire drills," they often do not have time to share with other OTT/DAS staff members information that might be useful for responding to information requests. Lastly, OTT/DAS staff commented that constantly responding to fire drills makes it difficult for them to maintain a system for keeping track of when requests are due.

While OTT/DAS staff indicated that they do not have enough time to respond to information requests, they do feel that they have sufficient information to address these requests. OTT/DAS staff use databases maintained by other program offices or they rely on the information contained within their files/records to respond to information requests.

Most OTT/DAS staff members maintain their own records/files of actions taken in response to information requests. These records/files are organized in chronological order or by subject area and are quite extensive. In addition to containing information on actions taken, these files also contain other information (e.g., reports, studies and memos) that staff feel would be useful for responding to requests.

OTT/DAS staff also were asked whether procedural/policy manuals exist for responding to information requests. According to the individuals interviewed, procedural/policy manuals do not exist. A few OTT/DAS staff members commented that a procedural/policy manual for responding to information requests would be useful orientation material for new staff members.

OTT/DAS staff were asked whether they are satisfied with the flow of information between them and the other Program Offices within OTT. Most OTT/DAS staff and the OTT Office Directors are satisfied with the flow of information between their Offices. Strong support was voiced for the development of a long-term planning framework that notified OTT/DAS staff and OTT Office Directors of upcoming information requests (e.g. when Congress is in session, the start of budget cycles, technology characterizations, major industry/R&D events).

## Controlling

OTT/DAS staff reported that mechanisms/procedures do not exist to ensure that resources are effectively used. One frequent comment was that the volume of information requests has increased significantly in recent years while OTT staff levels have virtually remained the same. It is generally felt that OTT/DAS staff have not had enough time to implement mechanisms/procedures to ensure that resources are effectively used. Some individuals feel that more could be done in this area, while others were not sure if mechanisms/procedures could be implemented given the tight deadlines for the turn-around of information.

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According to individuals interviewed, the mechanisms/procedures to compare actual performance with OTT's expectations for responding to information requests are the informal expectations of an individual's superiors. There was some disagreement as to whether performance reviews include a comparison of an individual's actual performance with OTT's expectations for responding to requests.

OTT/DAS staff were asked whether memos or bulletins explaining plans and/or procedures for responding to requests are circulated. Staff commented that DOE has issued directives specifying the format to be used for some documents (e.g., issue papers). However, OTT/DAS staff in many instances have to reformat documents they receive from their own Offices and Divisions. It was also reported that information on activities within OTT is provided to OTT staff through the dissemination of a weekly highlights report. However, some individuals feel that the weekly highlights could be improved. In general, the weekly highlights are often not as detailed as OTT/DAS staff would like. One suggestion was to develop a more detailed OTT monthly report summarizing OTT's activities which could be distributed OTT-wide as well as to other Offices within CE.

## **4.3 STRENGTHS AND WEAKNESSES OF INFORMATION MANAGEMENT PRACTICES**

A key strength that was mentioned is the ability of OTT/DAS staff to work well together as a team. It was felt that OTT/DAS staff are able to communicate well with one another. Another major strength referenced was that the OTT/DAS staff is comprised of knowledgeable and dedicated individuals willing to do what it takes to "get the job done." If OTT/DAS staff feel that they do not have sufficient information to respond to an information request, inquiries will be made to locate the appropriate individual or Office to obtain the needed data. Also mentioned was the wealth of information available (maintained in OTT/DAS staff member's files/records) for responding to varied domestic and international data requests.

The weaknesses of the current information management practices that were mentioned are the high level of "fire drills," work overloads that sometimes affect the quality of information responses, not enough staff meetings, necessity for clearer CE program guidance, and the lack of long-term planning to provide a general framework for anticipating information requests.

**CHAPTER 5. FINDINGS AND RECOMMENDATIONS**

The findings and recommendations presented are the result of a comprehensive exchange of ideas, concerns, issues, and applications focused on the need to develop and implement improvements in current OTT information management practices.

Within the structure of the overall information management assessment, 4 key findings and 14 recommendations are presented for further consideration and action by the OTT/DAS, his immediate staff, and Office Directors.

**FINDING 1: THE DEVELOPMENT OF A DATABASE (ONE IS CURRENTLY UNDER CONSIDERATION BY OTT) AND STANDARDIZED RESPONSES FOR FREQUENTLY RECEIVED INFORMATION REQUESTS WOULD ASSIST OTT IN PLANNING FOR, OR ANTICIPATING REQUESTS.**

- Fact sheets and reports have been developed by OTT/DAS staff to anticipate requests. However, not all of these materials are available directly from OTT/DAS -- some are maintained at other organizational levels. The result is that OTT/DAS staff often have to refer some requests to the OTT Offices/Divisions level.

*Note: The frequency/volume analysis of information requests showed that 31.7% of requests are referred to Office/Division levels.*

- Contractors also maintain databases that are used by OTT/DAS staff; however, OTT Program Offices (on a case-by-case basis) may not be aware of all of the information that is available.
- A system to collect and locate within OTT's DAS Office all available data/materials for responding to information requests would reduce some of the referrals to Office/Division levels. This would reduce the number of individuals handling a request and could increase the ability to meet deadlines.
- A detailed analysis needs to be performed to determine what information would be most useful to OTT/DAS staff. Periodic reviews should be conducted to identify any additional items of information that would be useful in responding to multifaceted information requests.
- Although standardized responses can be developed for frequently asked questions, there will still be the need to tailor the standardized response to the specific information request.

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## **RECOMMENDATIONS:**

- *A binder/notebook containing standardized responses could be maintained by DAS support staff. (This could assist in providing coverage when individuals are away on travel; it could provide a mechanism to curtail referrals; it creates a resource tool so that staff are cognizant of events in other program areas.)*
  - *Send 2 copies of each response - 1 copy for centralized binder system that includes weekly and monthly reports; the other copy goes to the technical person responsible for the technical area of concern.*
  
- *The development of a LAN, which is currently underway, would assist OTT/DAS in planning for, or anticipating, information requests. A LAN would allow multiple access to information and would reduce the number of individuals addressing a given request.*
  - *A detailed analysis needs to be performed to determine what should be included in the database.*
  - *The responsibility for updating and maintaining the LAN needs to be clearly established.*

## **FINDING 2: IMPROVED COMMUNICATION BETWEEN OTT/DAS STAFF, OTHER STAFF MEMBERS WITHIN OTT, AND OTHER OFFICES WITHIN CE WOULD ENHANCE OTT'S ABILITY TO RESPOND TO INFORMATION REQUESTS.**

- One of the strengths mentioned by OTT/DAS staff was their ability to communicate well with one another. Relocating Program Office staff offices together has improved the communication between the Divisions within OTT.
- OTT/DAS staff felt that the flow of information between OTT/DAS and the other Program Offices within OTT could be improved. Current DAS staff meetings are scheduled to be held twice a week but are actually conducted when the DAS feels that information from the Assistant Secretary's meetings needs to be shared.

*Note: This represents one of the few opportunities OTT/DAS staff and Office Directors have to share information with one another. Inconsistency of staff meetings impedes the flow and exchange of information between OTT/DAS staff and the Office Directors -- the result is that information doesn't get shared.*

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- Although information about what is transpiring within other Offices/Divisions within OTT is provided in the weekly highlights, these highlights need elaborated detail.
- OTT/DAS staff are not always aware of R&D/programmatic developments internal to OTT as well as within other DOE Offices. This lack of awareness interferes with their ability to anticipate information requests that might be received from these Offices.

## RECOMMENDATIONS:

- *More staff meetings need to be held as scheduled and a specific time devoted to discussing issues related to responding to information requests.*
  - *Encourage OTT/DAS staff's input on issues related to information requests in order to set agenda for staff meetings.*
- *Detailed weekly reports would also facilitate the sharing of information between OTT/DAS and other OTT staff members. Typical subject areas to be covered: early warning items; major contract awards; major milestones achieved; announcement of significant events; significant problem areas; legislative program updates; new initiatives.*
- *Develop a framework for the conduct of lower-level staff meetings that allows information exchanged at OTT/DAS and Office Directors staff meetings to flow downward. The framework should also allow lower-level staff to provide Office Directors with feedback/input for the next OTT/DAS staff meeting.*
- *To improve the flow of information between OTT/DAS and other Offices within CE, weekly activity reports compiled by OTT, could be consolidated into a monthly progress report and distributed to other programmatic components of CE. These CE components should also be encouraged to compile and distribute parallel monthly reports to OTT and its counterparts.*
- *Informal meetings/gatherings (e.g., Technology Clubs) would also facilitate the sharing of information between OTT/DAS and other Offices within CE.*

## FINDING 3: LONG-TERM PLANNING TO ENHANCE OTT'S DAS OFFICE ABILITY TO ANTICIPATE RESPONDING TO INFORMATION REQUESTS.

- A planning/control system is lacking that anticipates information requests that may originate from OTT or from other Offices within CE.

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- Similar types of information requests occur every year (e.g., seasonal such as budget requests) which should provide the basis for advanced planning.

## RECOMMENDATIONS:

- *Better communication/coordination between other CE Offices and OTT/DAS and the Offices directly supporting CE's Assistant Secretary (e.g., OPA, OMR).*
  - *OTT/DAS to work with OPA and OMR to determine those requests that normally require a quick turn-around*
  - *Clarity on priorities of programs*
- *Develop within OTT a system that keeps track of when events associated with information requests will occur (e.g., hearing exercises; first draft of budgets; major meetings). One possible way to address these events, is to include them in the already established OTT Calendar of Events. Exhibit 5.A represents a proposed Calendar of Events matrix and Exhibit 5.B presents a standard DOE budget time schedule.*

## FINDING 4: DEVELOP WRITTEN INFORMATION MANAGEMENT PROCEDURES

- Lack of written information on the delegation of technical areas of responsibility results in a plethora of misdirected phone calls into OTT by DOE operators and others.
- Lack of comprehensive written CE guidelines for the format of selected routine documents results in OTT/DAS staff often having to reformat documents received from the Program Offices. In addition, in areas where guidelines do exist (e.g., budget requests) adherence by Program Offices infrequent.

## RECOMMENDATIONS:

- *Establish formal procedures for delegating responsibility for responding to information requests when staff members will be away from the Office for extended periods of time. The bar charts from the frequency/volume analysis, on a per staff member basis, indicates some overlap in areas of responsibility. This could serve as the basis for assignments. After areas of responsibility are defined, compile a list arranged alphabetically by areas of responsibility which should be distributed to all OTT staff (especially OTT new hires) and most importantly, to those areas where misdirected phone calls originate (e.g., DOE operators; industry networks).*
- *Develop a system for Program Offices to track/record when information requests are due, and the status of such requests. This system will allow more*

**EXHIBIT 5.A**

## CALENDER OF EVENTS

Activity	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct (Fiscal Year)
<b>1. Budget Cycle</b> <ul style="list-style-type: none"> <li>• Spring Planning Projection</li> <li>• Budget Formulation/CS Internal Review</li> <li>• DOE Internal Review</li> <li>• DOE Passback/Formulation of OMB Budget</li> <li>• Preparation/Transmittal of 1st Line OMB Budget Backup</li> <li>• OMB Hearings/Q&amp;A</li> <li>• Past OMB Review/Appeal</li> <li>• Input-Congressional Budget/Backup</li> <li>• Defense of Budget Before Congress</li> </ul>	—	—		—	—	—	—		—	—		—
<b>2. Multi Year Plan Development<sup>1</sup>/ Finalization<sup>2</sup></b>			—	1	2	—						
<b>3. Annual Operating Plan Development<sup>1</sup>/Finalization<sup>2</sup></b>						—	1	2	—			
<b>4. President's Budget Guidance to Labs</b>				—								

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## EXHIBIT 5.B

MONTH	BUDGET YEAR + 1 (198Y + 1)	BUDGET YEAR (198Y)	CURRENT YEAR - (19CY)
January	Begin the Budget Year preparation in 198Y+1 with program guidance from Headquarters in January.	① Transmits Budget Request to Congress including updated authorization bill.	
February	Controller issues Budget Call and guidance (e.g., budget structure, environmental, lab, escalation rates, etc.) to field.	Transmits to field amounts in President's Budget. Authorization Hearings.	
March		Authorization Hearings. Appropriation Committee Hearings.	
April		Appropriation Committee Hearings. Congress Budget Committee submits Report. 1st Concurrent Resolution by Congress.	
May	Field office submits Budget Estimates to Headquarters May 15. Authorization legislation for Budget Year + 1 due to Congress.	Authorization legislation due from Committee.	
June	AS's and program divisions review field budget submissions. Controller issues Call for Internal Review Budget.	Authorization Bill passed by Congress and signed by President.	
July	Budget Estimates due from divisions July 15.		
August	OC prepares Program Budget Issue Documents (POIDs) for BRC Review. BRC Review.		
September	Administrator's Review and Approval. Current Services Budget due to OMB. Preparation and submission of approved Budget Request to OMB.	Offices submit financial plan request to Controller. Congress completes action on Bills; signed by President. Appropriation Request submitted to OMB.	
		On October 1, the 198Y-1 Budget becomes the 198Y Budget.	On October 1, the 198Y Budget becomes the 19CY Budget.
October		OMB Hearings of Budget.	Initial financial plans and allotments issued to field. Apportionment of funds by OMB.
November		President submits Current Services Budget to Congress. OMB markup and approval.	Post apportionment financial plans and allotments issued to field. End Budget Formulation.
December		President's final allotments. Preparation of Budget to Congress.	Begin Budget Execution phase.

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*time for the Program Office to focus on any format problems that may arise and provide a mechanism for OTT/DAS staff oversight.*

- *Develop a document that outlines technical areas of responsibility coupled with the development of written procedures specifying the format of documents. Exhibit 5-C depicts the title page of an existing procedures manual that could be updated and readily applied in 1992 for OTT purposes.*
- *Develop a system that informs OTT staff of written guidelines and institute a process for execution, enforcement, and maintenance.*

Overall, it was found that the OTT/DAS Office performs fairly efficiently given current operating constraints. Due to some of these current operating restrictions, time has not been available to institute more comprehensive planning, organizing, controlling, and implementing mechanisms for responding to information requests. While there are some mechanisms that can improve the current process, the effectiveness of these mechanisms to reduce the "fire-drills" is constrained by outside factors that require the cooperation of other Offices within DOE, especially CE.

EXHIBIT 5.C

OFFICE OF BUILDINGS  
AND  
COMMUNITY SYSTEMS



PROCEDURES MANUAL

DEPARTMENT OF ENERGY  
CONSERVATION AND SOLAR APPLICATIONS

**APPENDIX A**

**CONSOLIDATED INFORMATION FROM  
OTT DATA COLLECTION FORMS**

CONSOLIDATED INFORMATION FROM OTT DATA COLLECTION FORMS

Record #	Requesting Source/ Name	Subject of Request	OTT Staff Receiving Request	Geographic Sector Domestic	Request Medium	Date Request Made/ Date Request Completed	OTT Office/Division Handling Request								Action Taken
							Office of Transport. Tech. (MS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Bofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
1	DOE/CE/OTT/OTM/Eberhardt	Wanted copy of MYPP inputs.	T. Gross	Yes	Phone	03/19/92 - 03/19/92	.								Made a copy of MYPP. Provided to Jim.
2	SNL/Magnani	Told Tom about SNL's new organizational structure and how they can provide support to OTT.	T. Gross	Yes	Phone	03/19/92 - 03/19/92	.								Set up meeting with Nick on 2 April.
3	EBOC/Johnson	Meeting - EBO Case.	T. Gross	Yes	Phone	03/19/92 - 03/19/92	.								Agreed to meeting on 3/20 regarding EBO case.
4	Consultant/Sobey	Mr. Sobey is working with the state of California and is involved INEV's, and altern. fuel vehicles.	T. Gross	Yes	Phone	03/19/92 - 03/19/92	.								Agreed to meeting on 3/23.
5	SAJC/Cook	Wanted to let me know fax number. She's working on DOE/USDA workshop.	T. Gross	Yes	Phone	03/19/92 - 03/19/92	.								Gave her the fax number.
6	DOE/CE/OPA/Key	Add paragraph to procurement request letter regarding CE's intent on continue natural gas storage absorption at Brookhaven.	T. Gross	Yes	Meeting	03/18/92 - Missing	.						.		Gross met with Gurevich to discuss Gurevich's draft paragraph. Gross suggesting modification to Chesnes for review. 3/20 after Chesnes review retype procurement package.
7	DOE/DP/Bauer	Review of letter to Gene McCormick of DOT on IVHS program and signature by Al Chesnes for CE.	T. Gross	Yes	Individual	03/18/92 - Missing	.								Tom Gross reviewed and got signature of Al Chesnes, returned to Carl Bauer.
8	Gordon & Breach Publishing/Packer	Thinking about publishing book on alternative fuel transportation and wants OTT's views on merits.	T. Gross	Yes	Phone	03/17/92 - 03/17/92	.								Tom requested that Mr. Packer fax thoughts on books, objectives, and contents. 3/18 received fax. Will discuss follow-up with Ann Hegnauer.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Bofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
9	DOE/CE/OTT/OAF/Allsup	Summary information on Jerry Allsup's programs. (Pam received the initial phone call.)	T. Gross	Yes	Phone	Missing	.								Tom Gross talked to Jerry Allsup at 2:30 on 3/17. Jerry will send some summary information on his programs.
10	DOE/CE/OTT/OIP/Cox	Information on negotiation of arguments between DOE and the U.S. advanced battery consortium.	T. Gross	Yes	Phone	03/16/92 - Missing	.								Tom Gross answered Dr. Cox's request for information on negotiation of arguments between DOE and the U.S. advanced battery consortium.
11	DOE/CE/OTT/OAF/Allsup	Missing	T. Gross	Yes	Phone	03/17/92 - Missing	.								Returned phone call at 1:55, Mr. Allsup not available.
12	DOE/CE/OTT/OAF/Allsup	Request for information on H.R. 776.	T. Gross	Yes	Phone	03/17/92 - Missing	.								Tom Gross returned Mr. Allsup's call and discussed request for information on H.R. 776.
13	USDA/OOE/Conway	Missing	T. Gross	Yes	Phone	03/17/92 - Missing	.								Tom Gross returned Mr. Conway's call. Mr. Conway was not available.
14	DOE/PE/Cannon	Comments on draft letter from Linda Stuntz to Admiral Buscy on IVHS program.	T. Gross	Yes	Phone	03/17/92 - Missing	.								Reviewed draft letter, discussed with Ms. Cannon, took mark-up copy of draft to her.
15	INEL/Dearien	Inquired on status of Magieu-DOT's EV funds. Concerned about shutting down nation lab's EVS Capabilities.	T. Gross	Yes	Phone	03/16/92 - 03/16/92	.	.		.					Referred John to John Brogan, Pat Sutton, who should be able to respond in more detail.
16	DOE/S2/Gaber	Background information on New Energy CRADA.	T. Gross	Yes	Phone	03/16/92 - 03/16/92	.								Tom Gross returned phone call at 11:20 and provided information received from Norm Hinman on 3/13/92.

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17	DOE/General Council	Review of Republican draft authorizing legislation. Request came through Ann Hegnauer.	T. Gross	Yes	Individual	03/16/92 - 03/16/92	.								Reviewed as requested. Clipped sections of interest to OTT. Identify 4 items that we might want to comment, returned to Ann Hegnauer.
18	DOE/CE/OTT/DAS/Cheanes	Compare reporting requirements on S. 2166 in Milhorne's memo with our information.	T. Gross	Yes	Individual	03/20/92 - Missing	.								Energetics will prepare an analysis of H.R. 776 and S. 2166 RE reporting requirements and deliver to Ann Hegnauer on Monday morning.
19	City of Denver/Buremeister	Needs information on alternative fuels for a document he is preparing for the state legislature.	A. Hegnauer	Yes	Missing	03/19/92 - Missing	.								Ann Hegnauer is gathering data on alternative fuels to send to Mr. Buremeister.
20	DOE/CE/OUT/DAS/San Martin	Prepare information on OTT-related activities that fit into IRP process.	A. Hegnauer	Yes	Meeting	03/19/92 - Missing	.	.			.				Referred elsewhere - closed.
21	DOE/DP/Van Fleet	Review proposed CRADAS and determine whether any OTT overlap.	A. Hegnauer	Yes	Meeting	03/19/92 - Missing	.				.			.	Ann Hegnauer prepared letter to J. Eberhardt and R. Alpaugh asking for their review of the proposal CRADAS.
22	NREL/Strawn	Needs photos of auto competition for fact sheet.	A. Hegnauer	Yes	Phone	03/18/92 - Missing	.								Obtained appropriate photos from Phil and mailed to Noni.
23	DOE/CE/OTFA/Corrigan	Review information on Atlanta Olympics and provide feedback to Mary Corrigan.	A. Hegnauer	Yes	Meeting	03/17/92 - 03/20/92	.								Provided Mary Corrigan with comments to the Atlanta Olympics.
24	DOE/CE/OTFA/Corrigan	Does OTT/DAS want to contribute to Northeast Sustainable Energy Association Symposium?	A. Hegnauer	Yes	Letter	03/17/92 - Missing	.								Discussed with N. Myers and P. Patterson. Both decided to contribute.
25	DOE/Atlanta/Powell	Wants to discuss his plans for Atlanta Olympics before task force meeting.	A. Hegnauer	Yes	Individual	03/17/92 - Missing	.								Meeting between Ann Hegnauer and Jim Powell.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
26	Capitol Hill/Van Sickle	Wants ASAP information fuel cells faxed to her.	A. Hegnauer	Yes	Phone	03/17/92 - 03/17/92	.								Information fuel cells was faxed to Tina Van Sickle.
27	DOE/OTT/DAS/Chester	More funding information on H.R. 776.	A. Hegnauer	Yes	Meeting	03/17/92 - Missing	.	.			.				Reviewed #'s for S. 7117 exercise, filled-out forms, referred unknown areas to Allsup and J. Borgas for input. Returned to Ann H. and delivered J. Milhone.
28	Capitol Hill/Van Sickle	ASAP fax to Tina Van Sickle a copy of press release on new energy CRADA.	A. Hegnauer	Yes	Phone	03/17/92 - 03/17/92	.					.			Called R. Moorer and obtained fact sheet and faxed this to Tina Van Sickle.
29	DOE/CE/OBT/Milhone	Budget numbers for H.R. 776.	A. Hegnauer	Yes	Individual	03/16/92 - Missing	.								Ann Hegnauer filled-in the budget numbers she knew and passed information on to Tom Gross for further action.
30	DOE/CE/OBT/Milhone	Before 10 a.m., wants projected costs of implementing specified sections of H.R. 776.	A. Hegnauer	Yes	Individual	03/16/92 - Missing	.				.				3/16 - Ann Hegnauer provided information based on analysis done last week. 3/17 Tom Gross requested from Jerry Allsup cost impact of select H.R. 776 section.
31	DOE/CE/ASO/McElvaine	Review flowchart on CRADA process with Mr. McElvaine.	A. Hegnauer	Yes	Individual	03/16/92 - 03/16/92	.								Provided comments.
32	DOE/CE/OMR/Dinegar	Response to Republican and Democratic version of energy bill.	A. Hegnauer	Yes	Individual	03/16/92 - 03/16/92	.	.			.			.	Separated OUT appropriate position of bills and sent to OTT program areas, compiled all comments and sent to Ms. Dinegar.
33	DOE/CE/OTT/OAF/Allsup	Date for bimonthly meeting.	A. Hegnauer	Yes	Phone	Missing	.								Called various program individuals to obtain information on bimonthly meeting date, called Jerry Allsup.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
34	OTT/CE/OTT/DAS/Gross	13th annual report to Congress.	A. Hegnauer	Yes	Individual	03/16/92 - Missing	.								Call S. Kramer. He says it will be out this week and will send me a copy. Called D. Fitzgerald to give him status report deliver 3/16.
35	DOE/CP/Fitzgerald	Wants copy of the 13th annual report to Congress.	T. Gross	Yes	Phone	03/16/92 - Missing	.								Referred to Ann Hegnauer.
36	DOE/FE	Call David Kulp (Ford) about MPCM report number 15.	P. Patterson	Yes	Phone	03/16/92 - 03/16/92	.								Called David Kulp and told him that new model had not been run yet. Talked about EPA test cycles and hybrid vehicles.
37	DOE/SI/Sharer	Requests that Phil meet with students from Williams College.	P. Patterson	Yes	Phone	03/16/92 - 03/16/92	.								Will meet with students from Williams College on 3/25 at 9 am.
38	EPA/Hellman	Has fuel cell developer who wants \$ for testing.	P. Patterson	Yes	Phone	03/16/92 - 03/16/92	.								Pas on to Pandit Patil.
39	Electric Vehicle Association America/Brown	Needed copy of De Luchi study and edition no. 11 of ORNL Transportation Data Book.	P. Patterson	Yes	Phone	03/17/92 - 03/17/19	.								Missing
40	DOE/Atlanta/Feldici	Tell Phil RE Georgian Power supp. for Atlanta Clean 500 and see about OTT future support.	P. Patterson	Yes	Phone	03/18/92 - 03/18/92	.								No action required.
41	Missing/Kaicely	Asked about MPG impact of metal gates and covering beds of light pick-up trucks.	P. Patterson	Yes	Phone	03/18/92 - 03/18/92	.								Gave telephone number.
42	DOE/FE/Marley	Asked for copy of DOT plan for IVHS.	P. Patterson	Yes	Phone	03/18/92 - 03/18/92	.								Phil doesn't have it - Carmen might.
43	NHTSA/Kee	Give Phil publication date for NAS study.	P. Patterson	Yes	Phone	Missing	.								Missing
44	DOE/CE/OMR/Dinegar	Review and comment on amendment 40 H.R. 4599.	A. Hegnauer	Yes	Individual	04/01/92 - Missing	.								Reviewed amendment 40 H.R. 4599.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
45	DOE/CE/OPA/Bohrer	Review OTT report on NES activities	A. Hegnauer	Yes	Individual	03/31/92-4/1/92	.								Reviewed OTT NES activities.
46	DOE/CE/OMR/Dinegar	Comment on H.R. 4599.	A. Hegnauer	Yes	Letter	03/31/92-4/1/92	.								Reviewed bill - highlighted appropriate sections reviewed with Jerry Allsup, wrote up comments - delivered to C. Dinegar.
47	DOE/CE/OMR/Dinegar	Analysis of energy legislation.	A. Hegnauer	Yes	Letter	03/26/92 - Missing	.	.			.			.	Reviewed legislation/marked appropriate areas sent to above for their analysis/compiled remarks/returned to Dinegar.
48	Moss Point Fire Dept.,MS	Wants copies of videos regarding transportation of hazardous wastes.	A. Hegnauer	Yes	Letter	Missing	.								Called J. Pound to determine whether there was a central location for videos where I could send the request.
49	DOE/Congress Relations/Brunner	Need information regarding when the natural gas school bus will be delivered.	A. Hegnauer	Yes	Individual	03/30/92 - 03/30/92	.								Called S. Goguen regarding date - Called Brunner & gave him information.
50	OSTI/Farrell	Review materials to be published in various OSTI publications. Make corrections & resubmit to her for printing.	A. Hegnauer	Yes	Individual	Missing	.								Missing
51	DOE/CE/OTT/OAF/Allsup	Prepare paper laying out alt. fuels activities for Atlanta Olympics - submit to OTFA et al.	A. Hegnauer	Yes	Individual	3/30/92-3/30/92	.								Prepared recommendations for consideration by OTFA.
52	DOE/CE/OTT/DAS/Chesnes	Prepare OTFA funding info for 1993 for AI's spend plan presentation.	A. Hegnauer	Yes	Meeting	03/27/92 - Missing	.								Meet with OTFA, discuss mini-plan funding, prepare info in correct format for AI's presentation.
53	DOE/CE/OTT/DAS/Chesnes	Prepare for OTFA a topic which could be considered for funding under their partnership grants program.	A. Hegnauer	Yes	Meeting	03/27/92 - Missing	.								Called OTFA and discussed use of school bus programs for partnership grants area (FUDA)

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							Office of Transport Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
54	DOE/CE/OTT/DAS/Chesnes	Prepare fact sheets for Mike Davis which describe our Russell activities in North Carolina.	A. Hegnauer	Yes	Meeting	03/27/92 - Missing	.						.	.	OTT/DAS gathered info, developed fact sheets, sent to Shelly Launey.
55	DOE/CE/OTT/DAS/Chesnes	Get additional info from staff re proposed CRADAS by DP.	A. Hegnauer	Yes	Individual	03/26/92 - Missing	.	.						.	OTT/OPS prepared memo asking for specific info sent to above.
56	DOE/CE/OTT/DAS/Chesnes	Analyze proposal from OFTA and provide my recommendations to AI for discussion at Mike's staff meeting.	A. Hegnauer	Yes	Letter	03/26/92 - 03/26/92	.				.				Talk to T. Gross and J. Allsup; developed recommendation/sent to AI.
57	DOE/CE/OTT/DAS/Chesnes	Develop fact sheet re our work at RTP for national technology initiative in Raleigh.	A. Hegnauer	Yes	Individual	03/25/92 - Missing	.				.				Develop fact sheet regarding our work at RTP for national technology initiatives in Raleigh.
58	DOE/CE/OTT/DAS/Gross	Meet with Bill Becker OTFA to explain our approach to state initiative.	A. Hegnauer	Yes	Individual	03/25/92 - Missing	.						.		Called D. Rodger, set up appointment, met with Becker.
59	DOE/CE/OTT/DAS/Chesnes	Call J. Van Fleet of DP and notify him of conflict re prop CRADAS - get written comment to him ASAP.	A. Hegnauer	Yes	Meeting	03/24/92 - Missing	.	.						.	Referred to J. Eberhardt and J. Brogan.
60	DOE/CE/OTT/DAS/Gross	New slides for API presentation.	A. Hegnauer	Yes	Individual	03/23/92 - Missing	.								Called KOH systems and Energetics, placed order.
61	NREL/Wyman	Discuss work they need to do to develop program plan for biofuels side of program.	T. Gross	Yes	Phone	03/24/92 - 03/34/92	.								Attended a meeting on Friday.
62	NREL/Bath	Finishing work on full fuel cycle analysis on bioethanol.	T. Gross	Yes	Phone	04/01/92 - 04/01/92	.								Set up meeting at 3 p.m. on 4/23/92.
63	NREL/Wyman	Confirm meeting on work that needs to be done to develop program plan for biofuels side of program. See #61.	T. Gross	Yes	Phone	04/01/92-04/01/92	.								Set up meeting.

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							Office of Transport. Tech. (NAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
64	API/Martino	Paul has a proposal on remote sensing of emissions, would like to determine potential of cost-sharing.	T. Gross	Yes	Phone	04/01/92 - 04/01/92	.								Will fax proposal to me. OTT will review proposed statement of work.
65	DOE/CE/OPA/Quinn	Wanted to let me know about value-based planning meeting on 4/3.	T. Gross	Yes	Phone	03/31/92 - 03/31/92	.								Talked with Jim on 4/1/92. Preparation for Friday meeting will take 3-4 hours.
66	USDA/OOE/Conway	Review of proposed cooperative agreement among DOE, USDA, and RFA.	T. Gross	Yes	Fax	03/31/92 - Missing	.				.				Shared proposal with Richard Moore. Got Richard's reaction. Will converse with Mike, then telephone Roger.
67	Manes Assoc., CA./Lyons	Advised that things are heating up on alternative fuel locomotive in CA.	T. Gross	Yes	Phone	03/30/92-03/31/92	.								Returned call to Bill on 3/31. Things are heating up making the "white paper" they had sent to me somewhat overcome by events.
68	USDA/OOE/Conway	R.C. called at 9:59, message taken by Pam.	T. Gross	Yes	Phone	03/27/92 - Missing	.								Returned Roger's call. Set up meeting on workshop at 2 p.m. on 3/30/92.
69	DOE/CE/ASO/Dorain	Jerry saw me in hallway. Indicated that Reid Dutchon wants status of letter we got on lead-acid batteries.	T. Gross	Yes	Meeting	03/25/92 - Missing	.								Jerry provided a copy of the letter. Tom Gross put a cover note on it to Al Chesson, suggesting we track it down, get back to Reid ASAP.
70	DOE/CE/OPA/Beachen	Wanted to know if we have any inputs as alternative to M. Davis' program proposal for join week with ER. were due 3/19.	T. Gross	Yes	Individual	03/25/92 - Missing	.								Asked Darrell to get me a copy of Mike's views.
71	DOE/CE/OPA/Moore	Garry said Phil Key is pushing to get follow-up actions done on fuel cycle analysis activities.	T. Gross	Yes	Individual	03/25/92 - Missing	.								Provided Garry with a status report. Then called Ray Costello to request that the promised revised briefing be done by COB Friday this week.

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							Office of Transport. Tech. (OAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
72	DOE/PE/Quinn	Discussed status of value-based planning activity, and activities related to S. PAC meeting on UBP.	T. Gross	Yes	Meeting	03/25/92 - Missing	.								Provided information.
73	DOE/CE/ASO/Launey	Needed location of Westin Hotel, site of biofuels workshop April 21-22. Also needs an information memo for M.D.	T. Gross	Yes	Meeting	03/24/92 - Missing	.								T. Gross told Shelley the location of Westin. Mike will be able to fly in the a.m. Will have to do information memos.
74	M&N Consulting, Inc./Mayhall	Req. a copy of DOE pub., environmental resoration and with management, Robotics Tech Devel, Rob 5-year program.	T. Gross	Yes	Phone	03/24/92 - 03/25/92	.								T. Gross called 3 offices in ERM. Dr. Stan Wolf's secretary, in Germantown, had a copy. Said she would mail a copy to Mr. Mayhall immediately.
75	DOE/CE/OMR/Newman	At Phil Key's request, wants to set-up appointment for me to talk with Jackie Murdock (Potential Employment at CE).	T. Gross	Yes	Phone	03/24/92 - Missing	.								Appointment was made for Friday, 3/27, at 1:30 p.m.
76	NREL/Bull	Status of work to be done by PNL on fuel cycle analysis.	T. Gross	Yes	Phone	03/23/92 - Missing	.								Called back at 3:40 p.m. Talked with Stan and Shaine Tyson. Advised them that Eric Peterson will talk with PNL about getting required PNL work done; Tom will follow.
77	DOE/EEO/Johnson	Wanted to talk about situation.	T. Gross	Yes	Phone	03/20/92 - Missing	.								Wanted to mention she talked with Don Walter about EEO case. He and I will talk when he returns from travel. Will be on-going over next 2 weeks from INQ.
78	DOE/Procurement/Kadiri	Needs to send me a final acceptance signature form for Energetics contract.	T. Gross	Yes	Phone	03/20/92 - Missing	.								Gave Mr. Kadiri my room number. He sent form. I will check with 7 in industrial technologies before signing.

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79	Alfred University/ Hennessy	Information on ceramics material.	T. Gross	Yes	Phone	03/20/92 - Missing									Returned Mr. Hennessy's call. In the meantime, he had gotten information he desired in ceramics from the office of transportation materials.
80	DOE/Atlanta/Powell	Funding for the Atlantic Clean 500 event.	P. Patterson	Yes	Meeting	03/17/92 - 03/17/92	.								Walked her down to Davis office. I said I might be able to fund student prizes in future years.
81	DOE/Boston/Chamberlain	Funding for American Tour De Sol, NESEA Conference and Junior Sprint.	P. Patterson	Yes	Phone	03/17/92 - 03/17/92	.								Gave him info over phone.
82	BA Mueller/Raley	Asked for trans emission data from ORNL data book.	P. Patterson	Yes	Phone	03/18/92 - 03/18/92	.								Gave him transportation emission data from ORNL data book.
83	DOE/PE/McNutt	Freedom of information request on safe analysis coming down.	P. Patterson	Yes	Phone	03/18/92 - 03/18/92	.								Took reports, put together a list of reprints. (They requested a lot and they got a lot of information.)
84	ABACUS/Geren	Concerning EPRI report lent to Mr. Geren thru Bill Siegal.	P. Patterson	Yes	Phone	03/18/92 - 03/18/92	.								Set-up meeting for 3/19/92 regarding EPRI report.
85	Missing/Knicely	Mailing address for Jesse Jones at Texas Tech - she is looking for train information to convert engine to natural gas.	P. Patterson	Yes	Phone	03/18/92 - 03/18/92	.								Gave mailing address for Jesse Jones at Texas Tech.
86	EIA/Lambrecht	Wants to set-up meeting with Phil and Pat Hu (ORNL) on the MPG database.	P. Patterson	Yes	Phone	03/24/92 - 03/24/92	.								Came up and gave him some information.
87	ICS/Lechen	Wants detailed data from NES document by EIA.	P. Patterson	Yes	Phone	03/24/92 - 03/24/92	.								Gave numbers from Argonne document.
88	BA Mueller/Larborough	Needs data from Deluchi's greenhouse gas report.	P. Patterson	Yes	Phone	03/24/92 - 03/24/92	.								Provided copy of Deluchi's greenhouse gas report for pick-up on 3/25/92.

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							Office of Transport. Tech. (TAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
89	NREL/Williamson	OTT's educational programs.	P. Patterson	Yes	Phone	03/24/92 - 03/24/92	.								Mr. Williamson will come by to see Phil about OTT's educational program.
90	Missing/Verstine	Wanted information on how EV's are rated for CAFE purposes.	P. Patterson	Yes	Phone	03/24/92 - 03/24/92	.								Told Ms. Verstine to call Bill Siegel.
91	ICS/Lechse	Needed explanation of some data in the NES tech appendix that came from ORNL.	P. Patterson	Yes	Phone	03/24/92 - 03/24/92	.								Provided explanation of data in the NES tech appendix that came from ORNL.
92	DOE/Atlanta/Feldisi	Asked for information on OTT student competitions.	P. Patterson	Yes	Phone	03/24/92 - 03/24/92	.								Provided information on OTT student competitions.
93	Missing/Spengler	Wanted information for fuel cell cost and data of introduction.	P. Patterson	Yes	Phone	03/26/92 - 03/27/92	.								Missing
94	Kaufman Associates/Kaufman	Wants to get some contract work on fuel efficiency and alternative fuels.	P. Patterson	Yes	Phone	03/26/92 - 03/26/92	.								Said could not help him regarding contract work on fuel efficiency and alternative fuels.
95	SAE/Morris	Wants to have the new president of SAE meet some DOE officials.	P. Patterson	Yes	Phone	03/26/92 - 03/26/92	.								Tried to get M. Davis to meet with SAE president. Gave letter to Al who passed to M. Davis.
96	Missing/Spengler	Needed more information on fuel cells.	P. Patterson	Yes	Phone	03/27/92 - 03/27/92	.								Referred to Richard King in the Office of Utility Technologies/Office of Solar Energy Conversion/Photovoltaics Division.
97	EPA/Heavenrict	Left message.	P. Patterson	Yes	Phone	03/27/92 - Missing	.								Called back, no answer.
98	DOE/PE/Difiglio	Punding for alternative fuel vehicle purchase.	A. Chennais	Yes	Phone	04/02/92 - 04/02/92	.								Returned call and discussed funding for alternative fuel vehicle purchases.

CONSOLIDATED INFORMATION FROM OTT DATA COLLECTION FORMS

Record #	Requesting Source/ Name	Subject of Request	OTT Staff Receiving Request	Geographic Sector Domestic	Request Medium	Date Request Made/ Date Request Completed	OTT Office/Division Handling Request								Action Taken
							Office of Transport Tech. (OAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
99	DOE/CE/OUT/Richland	The patent council support needs were due on Tuesday. Came out of last Friday's meeting.	A. Chesnes	Yes	Phone	04/02/92 - Missing	.								They were putting together special requirements for the patent office. AI replied that they did not have any special requirements.
100	ORNL/Harris	Wanted to let AI know ORNL was interested in managing hybrid program.	A. Chesnes	Yes	Phone	04/02/92 - Missing	.								Called back to discuss ORNL management of hybrid program.
101	Cummings Engine/Paten	Wanted to let AI know what is going on up on the Hill.	A. Chesnes	Yes	Phone	04/01/92 - 04/01/92	.								Returned call - expects amendment to be added.
102	Onan Corp/Roberts	Idle reduction for Class A trucks.	A. Chesnes	Yes	Phone	03/25/92 - 03/26/92	.								Returned call at 2:18 on 3/26/92 and left message on recorder.
103	ANL/Drucker	ANL's handling of CRADA's.	A. Chesnes	Yes	Phone	03/24/92 - 03/26/92	.								Returned call on 3/26/92 and discussed ANL's handling of CRADA's.
104	Corning/Papa	Patent Waiver on Regenerator.	A. Chesnes	Yes	Phone	03/27/92 - 03/27/92	.								Returned call at 9:04 - wanted to know about patent waiver on regenerator - straightened him out.
105	SO. Calif Gas/Lighthipe	Wants \$ for hybrid and NGV.	A. Chesnes	Yes	Phone	03/23/92 - 03/23/92	.								2:50 called back - on phone til 3:10.
106	D.C. Ford Motor Co. Repre./Kelly	Talk about visit to battery consortium.	A. Chesnes	Yes	Phone	03/23/92 - 03/23/92	.								Called back at 4:55 - decided to cool it for time being.
107	NREL/Bull	Las Vegas trip.	A. Chesnes	Yes	Phone	03/24/92 - 03/24/92	.								Returned call at 10:12 - set up reservations.
108	SNL/Magnani	Would like to set up a meeting with you on April 1, at 2:00 p.m. - transportation program manager??	A. Chesnes	Yes	Phone	03/24/92 - Missing	.								Missing

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Record #	Requesting Source/ Name	Subject of Request	OTT Staff Receiving Request	Geographic Sector Domestic	Request Medium	Date Request Made/ Date Request Completed	OTT Office/Division Handling Request								Action Taken
							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
109	Missing/Tomaselli	Wanted info. on EMF for Maglev.	A. Chesnes	Yes	Phone	03/23/92 - 03/23/92	.								Called back at 10:48 - directed him to DOT.
110	Electric Coalition/Callahan	RE: the Walker Amendment - USABC funding.	A. Chesnes	Yes	Phone	03/30/92 - 03/30/92	.								Called back - not in her office - left message.
111	DOE/DASNE/Smithwick	Wanted to know about Jack Simons and GM.	A. Chesnes	Yes	Phone	03/31/92 - 03/31/92	.								Told him to have Young call Davis - faxed him letter from Simon with GM's priorities.
112	Capital Hill/Van Sickle	Wants information in Jefferson - group of Wash. lobbyist representing lead acid battery.	A. Chesnes	Yes	Phone	03/31/92 - 03/31/92	.								Called back. Sent fax. Bryan Dole language. Production development user facility for ethanol production.
113	ORNL/Operations Office/Kass	Wolpe is talking about turning money back - Reid has the info - uncommitted funds at labs.	A. Chesnes	Yes	Phone	04/01/92 - 04/01/92	.								Returned call - out of office - left message - will call back in 5 to 10 minutes - Reid has the information (see above).
114	Allison Gas of GM/Haley	Wanted to set-up meeting on fuel cells.	A. Chesnes	Yes	Phone	03/16/92 - 03/16/92	.								Returned call at 2:55 - set up meeting on fuel cells for Friday 3/20 at 9:50 a.m.
115	Hercules Engine/ Ferguson	Re a package you promised to send him on the procedure on funds for R&D.	A. Chesnes	Yes	Phone	03/18/92 - Missing	.								Referred to J. Brogan on 3/18 - Rebecca sent out a NIST package on 3/19.
116	Detroit Diesel Corp. (DDC)/Perdue	Had a problem on the Hill - Waxman and Dingle Mad at DDC??? Wanted heavy duty and light duty to stay.	A. Chesnes	Yes	Phone	03/30/92 - 03/30/92	.								Returned call - Dave Finnegan on Dingle staff.
117	ORTECH International/Goetz	Please phone.	A. Chesnes	Yes	Phone	03/25/92 - 03/26/92	.								Returned call - got a machine - left message.

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Record #	Requesting Source/ Name	Subject of Request	OTT Staff Receiving Request	Geographic Sector Domestic	Request Medium	Date Request Made/ Date Request Completed	OTT Office/Division Handling Request								Action Taken
							Office of Transport. Tech. (OAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
118	Capital Hill/Van Sickle	What do you know about carburandum? Are they still in Buffalo?	A. Chesnes	Yes	Phone	03/25/92 - 03/26/92	.								Returned call - wants to have carburandum contact cong. Navick's ad - Steve Pittabelli? 225-3306 to support Brown authorization bill.
119	Ford Motor Co./Kelly	Amendment that Cong. Bob Walker is trying to put on the legislation.	A. Chesnes	Yes	Phone	03/17/92 - 03/17/92	.								Returned call at 5:00. Talked about Walker amendment - will call Ford in the morning to get his reaction.
120	GAO/Shumaker	Want information on percentage of the budget which is "directed" by Congress.	A. Chesnes	Yes	Phone	03/25/92 - 03/25/92	.								Returned call - he will send me an official request with detail on what we want.
121	Congress Hal Rogers/Schindler	Tax credits gas guzzling autos if turned in. Info on presidents announce re scrapping old cars.	A. Chesnes	Yes	Phone	03/25/92 - 03/25/92	.								Returned call and directed her to EPA.
122	San Diego Gas and Electric/Lighthipe	Hybrid vehicle program.	A. Chesnes	Yes	Phone	03/20/92 - 03/23/92	.								Returned call and left a message.
123	Cummings/Paten	Wanted to update AI on authorization - have put \$50 million in House energy bill.	A. Chesnes	Yes	Phone	03/17/92 - 03/23/92	.								Returned call and received update on authorization - have put \$50 million in House energy bill.
124	DOT/Barsony	Missing	A. Chesnes	Yes	Phone	03/19/92 - 03/23/92	.								Returned call - was in meeting - left message. He never got back to him.
125	Senator Graham of Texas/Solon	Missing	A. Chesnes	Yes	Phone	03/19/92 - 03/23/92	.								Returned call - he was not in - left message. Spoke to him later and he had already gotten the information.
126	Consultant/Sobey	Wanted to stop to see AI on Monday. Has to see Tom and will drop in to see AI also.	A. Chesnes	Yes	Phone	03/20/92 - Missing	.								No action required - dropped in to say hello.

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							Office of Transport Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
127	DOE/DB/Kelly	Walker ammendment on USABC.	A. Chesnes	Yes	Phone	03/19/92 - 03/19/92	.								Returned call - have set-up meeting for next Wednesday - Ford, GM will participate - re Walker ammendment on USABC.
128	DOE/CE/OUT/PBD/Van Sickle	AI received their diesel programs but he may take some heat for it.	A. Chesnes	Yes	Phone	03/19/92 - 03/19/92	.								Returned call - she was on phone - will return call.
129	DOE/CE/OUT/PBD/Van Sickle	Authorization bill.	A. Chesnes	Yes	Phone	03/19/92 - 03/19/92	.								Returned call - she was out - left message.
130	Areas Research/Schutt	Paul Schutt met John Brogan at an EV forum and needs to talk to AI about some things.	A. Chesnes	Yes	Phone	03/18/92 - 03/19/92	.								AI called about their battery development and the hybrid program.
131	East Ohio Gas/Teson	Regarding alternative fuels and state energy fund.	A. Chesnes	Yes	Phone	03/18/92 - 03/18/92	.						.		Returned call and discussed natural gas truck and school bus activities underway; referred him to Steve Grogan.
132	Wall Street Journal/Hart	A reporter from the Wall Street Journal called on 3/18 wants to interview AI.	A. Chesnes	Yes	Phone	03/18/92 - Missing	.								AI returned call on 3/18 at 9:40. Hart called 3/18 10:45 - set-up interview with reporter from Wall Street Journal - Eberhardt and Schulz to attend meeting.
133	DOE/OGC/Constant	Wanted to tell AI about the Walker Amendment.	A. Chesnes	Yes	Phone	03/17/92 - 03/17/92	.								Called at 4:31 on phone. Called back at 4:50 and Mr. Constant told him about the Walker ammendment.
134	LLL/Bradford	Needs AI's advice on a project Mr. Bradford wants to start. Wants \$ for "people" powered automobile.	A. Chesnes	Yes	Phone	03/16/92 - 03/16/92	.								AI called back and told him that OTT did not have the money - told him he should study safety aspects first and then try California.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
135	GM/Simon	Auto leap (new GM concept) and light weight materials.	A. Chesnes	Yes	Phone	03/16/92 - 03/16/92	.								Called and set-up an appointment with Jack Simon of GM for 9:30 on 3/17/92.
136	DOE/CP/CPL/Rosenthal	Wanted contacts on alternative fuel vehicles for AAA.	A. Chesnes	Yes	Phone	03/16/92 - 03/16/92	.				.				Returned call 3/16 and left message on answering machine. Called back and referred to Jerry Alsop.
137	Boyc Engineering/Walters	Called about the ASME conference in Florida.	A. Chesnes	Yes	Phone	03/16/92 - 03/16/92	.				.				Returned call and directed him to Richard Alpaugh.
138	Allison Gas of GM/Haley	Missing	A. Chesnes	Yes	Phone	03/13/92 - 03/16/92	.								Returned call - out of office - will return call.
139	DOE/CE/OAF/FUD/Russell	Wants to come up to talk about something related to alternative fuels.	A. Chesnes	Yes	Phone	03/13/92 - 03/16/92	.								Held short meeting from 9:30 to 9:45.
140	EB Coalition/Vorkers	Called about the April 28th seminar.	A. Chesnes	Yes	Phone	03/30/92 - 03/30/92	.								Called back and they faxed copy of invitation - stopped in and talked with Shelly - decided to have Mike speak - called BTC back and told them.
141	DOE/CE/ASO/Launey	Regarding Constant's weather staff.	A. Chesnes	Yes	Phone	03/19/92 - Missing	.								Called back at 1:22. Shelley was on phone - will call back later. Shelley came in to see Al at 1:48 p.m.
142	EV Coalition/Steinberg	Re: Yanagata-Head electric vehicle coalition. Week of 4/27 EV thing on Hill, wanted M. Davis to speak.	A. Chesnes	Yes	Phone	Missing	.								Al got in touch with Mike Davis.
143	DOE/CE/OMR/Glatstein	List of reports and publications sent to the Senate interior and related agency subcommittee.	N. Myers	Yes	Letter	04/06/92 - 04/09/92	.	.				.		.	Collected information and prepared memo of OTT/OAF response to Herb Owens on 4/9 a.m. - OTM.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
144	DOE/CE/OMR/Glatstein	B&R not to charge FY 1992 funding for FTS 2000 mail.	N. Myers	Yes	Letter	03/30/92 - Missing	.		.						Revised estimates on usage and OTT. Identified B&R number for charges on 4/7.
145	DOE/CE/OMR/Glatstein	Q's/A's/insert from S-1 before Yates on 3/26/92.	N. Myers	Yes	Letter	03/27/92 - 04/01/92	.	.			.				Jerry and John provided hard copy OTT/OPs and disk. Al Chesnes edited, I made corrections and hand carried to CE-63 on 4/1/92.
146	DOE/CE/OMR/Glatstein	Follow up request from Aaron Edmunson of FY 1992 reprogramming.	N. Myers	Yes	Letter	03/25/92 - Missing	.					.			Costello/NREL drafted response, edited by Chesnes and hand-carried to Glatstein on 3/30 at 4:15.
147	DOE/CE/OMR/Glatstein	Revise capability statement to reflect CE management comments.	N. Myers	Yes	Letter	03/26/92 - Missing	.								Revised capability statement, Al concurred, and returned to CE-63.
148	DOE/CWE/OMR/Key	Additions to list of key words for Q and A database.	N. Myers	Yes	Letter	03/26/92 - Missing	.								Reviewed budget documents, capability statements, and Q's and A's and developed OTT list of keywords/key terms.
149	DOE/CE/OTT/DAS/Chesnes	GAO wanted to know what % of our FY 1991 budget was from a congressional add-on that didn't align with Curre.	N. Myers	Yes	Individual	03/26/92 - Missing	.								Researched information and provided response to Al.
150	DOE/CE/OTT/DAS/Chesnes	Respond to Ted Kurkowski's memo on CE ES&H Training Sessions.	N. Myers	Yes	Letter	03/23/92 - Missing	.								Prepared memo to OD's on 3/23. Received input from offices on 3/25. Delivered schedule to CE-64.
151	LBL Support Office CA/ Chang	Called to tell me that the LBL funding did not show in March FIN plan and requested revised guidance letter.	N. Myers	Yes	Phone	03/20/92 - Missing	.								Landgrebe to draft revised guidance OTT letter. Checked on FIN plan input with Dave Smith who said he forgot to make change. Called Randy with information changes April.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
152	Enertetics/Benkat	Putting together a slide for Tom Gross and requested historic budget info for FY88 - FY93.	N. Myers	Yes	Individual	03/24/92 - Missing	.								Gathered data and faxed to Venkat at 8:15 a.m. 3/25.
153	DOE/CE/OMR/Glatstein	Response to Q's from Lynn Henderson (CR) prepare him for discussion with EWD staff on biofuels reprogramming.	N. Myers	Yes	Individual	03/19/92 - 03/19/92	.					.			Called R. Moorer and read question over phone. He sent answers via profs, I edited and hand-carried answers to Fred.
154	DOE/CE/OMR/Glatstein	DOE date is ASAP - revise responses to Beville hearing Q's to incorporate PE, CP, and CR comments. Roll-up Q's.	N. Myers	Yes	Letter	03/18/92 - 03/19/92	.								Showed PE comment/changes to all for his concurrence with changes made changes as requested, performed roll up and printed. Hand-carried printed version and disk.
155	DOE/CE/OMR/Glatstein	Revise 5 capability statements to incorporate CE-2 comments.	N. Myers	Yes	Letter	03/18/92 - 03/23/92	.								Revised 4 statements - gave to Chesnes for concurrence and returned to Fred's office on 3/19. Discussed requested changes on 5th statement - made changes 3/26.
156	DOE/CR/Mares	Update to table on battery lab funding.	N. Myers	Yes	Phone	03/16/92 - 03/16/92	.								Made requested change and hand-carried to Herb Owens for transmittal to Mark Mares.
157	DOE/Procurement/Lee	Requested confirmation of authorized legislation for the biomass fuels program.	N. Myers	Yes	Phone	03/16/92 - 03/16/92	.								Referred to the budget documents, selected appropriate laws, confirmed them with Moorer, and prepared memo to Calvin Lee.
158	DOE/CE/OMR/Glatstein	Recommendations regarding CR. Requested issue paper revisions.	N. Myers	Yes	Individual	03/16/92 - 03/16/92	.								Discussed with AI - made appropriate notations on Fred's list of CR request and returned to Fred at 11:45 a.m., 3/16.

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							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
159	CMA/Abraham	She has received less than 50% of papers for the CCM proceedings - requested assistance in response.	N. Myers	Yes	Fax	03/16/92 - Missing	.								Wrote memo to CCM session chairmen.
160	DOE/CE/OTFA/Stewart	Provide AI with comments on proposal to use partnership grant monies to fund OTT projects.	A. Hegnauer	Yes	Letter	04/06/92 - 04/06/92	.								Prepared comments, reviewed with Tom Gross and submitted to AI Chesnes.
161	DOE/CE/Richlin	Already late-response by 4/03/92. Describe expected patent counsel support needs over the next year.	A. Hegnauer	Yes	Fax	04/02/92 - Missing	.								Sent to office directors and asked for their input ASAP. Typed up office response and faxed to Richlin.
162	DOE/CE/OMR/Glatstein	Assess H.R. 776 and provide staffing dollar impact on program.	A. Hegnauer	Yes	Individual	03/31/92 - Missing	.	.			.				Reviewed bill and requested input from Brogan and Allsup; sent to Nancy Myers for follow-up.
163	DOE/CP/IPL/Rosenthal	Wanted Ann to consider providing funding to the Car Care Council.	A. Hegnauer	Yes	Individual	04/02/92 - Missing	.								Met with K. Rosenthal. She is to get back to Ann with additional information.
164	EV Company/Colcaterra	EV program.	A. Chesnes	Yes	Phone	04/07/92 - Missing	.		.						Did not call - Heitner took care of it.
165	ORNL/Operations Office/Harris	What is Oakridge's appropriate response to the problem?	A. Chesnes	Yes	Phone	04/03/92 - Missing	.								Told her to stay out of it.
166	Staff of House Appropriations Committee/Kripawitz	Information on Jefferson group presentation to the Yates committee.	A. Chesnes	Yes	Phone	04/07/92 - 04/07/92	.								Called and told about Jefferson group presentation to Yates committee. Also passed information along to Mike Davis.
167	DOE/CE/OUT/Klunder	Needs fall-out information from the defense programs meeting.	A. Chesnes	Yes	Phone	04/07/92 - Missing	.								Had Gary Moorer follow-up.
168	Accurex Environmental/ Peree	Missing	A. Chesnes	Yes	Phone	04/07/92 - Missing	.								Called back and left a message.

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Record #	Requesting Source/ Name	Subject of Request	OTT Staff Receiving Request	Geographic Sector Domestic	Request Medium	Date Request Made/ Date Request Completed	OTT Office/Division Handling Request								Action Taken
							Office of Transport. Tech. (DAS)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
169	Pub. Cooper. Tech. RD&D/Stockable	Wants AI to speak at the CRADA #2 meeting.	A. Chesnes	Yes	Phone	04/10/92 - 04/14/92	.								AI called back on 4/14/92 and told him that he was not ready to give speech - wanted to wait for reaction from the Hill.
170	DOE/Press Office/Hart	Wants to set-up meeting on EV's with Reid Detchon for TV broadcast.	A. Chesnes	Yes	Phone	04/10/92 - 04/14/92	.								Set-up meeting.
171	Inside Energy McGraw Hill/Loveless	Missing	A. Chesnes	Yes	Phone	04/08/92 - 04/13/92	.								Called Jamie Pound to get clearance on this call. Called backed on 1:23 p.m. 4/13 and left message.
172	ORNL/Carpenter	Wanted to put together program plan for ORNL management of hybrid program.	A. Chesnes	Yes	Phone	04/02/92 - Missing	.								Told him no, he could not put together program plan.
173	DOE/GC/Robertson	Prepare letter to Merrifield.	A. Chesnes	Yes	Phone	04/08/92 - 04/10/92	.								Called back and prepared stuff for letter to Merrifield and delivered on 4/10/92.
174	DOE/ER/OBES/Iannelo	Invite AI to meeting on technology transfer. Materials topic. Will fax AI Strawman proposal for comments.	A. Chesnes	Yes	Phone	04/08/92 - 04/10/92	.								AI faxed comments on 4/10/92.
175	Columbia Gas/Myers	Wanted fax with important information for hearing.	A. Chesnes	Yes	Phone	04/07/92 - Missing	.								Received fax from Allsup - gave ? to Davis for hearing.
176	Garret Ceramic Company/Soritz	Wanted to talk about small gas turbine applied to hybrids.	A. Chesnes	Yes	Phone	04/02/92 - 04/02/92	.								Will meet with Kripowitz on Monday.
177	GM/Campbell	Wanted to know about letter to Mike Davis on CRADA's.	A. Chesnes	Yes	Phone	04/02/92 - 04/02/92	.								Returned call and told him that they have no money.
178	Washington Lobbyist/Lawrence	Wanted to talk about Mr. Lawrence's Florida clients on fuel cells.	A. Chesnes	Yes	Phone	04/07/92 - Missing	.								Did not call - saw him at the Yates hearing and discussed his Florida clients.

CONSOLIDATED INFORMATION FROM OTT DATA COLLECTION FORMS

Record #	Requesting Source/ Name	Subject of Request	OTT Staff Receiving Request	Geographic Sector Domestic	Request Medium	Date Request Made/ Date Request Completed	OTT Office/Division Handling Request								Action Taken
							Office of Transport. Tech. (M&S)	Office of Propulsion Systems	Electric & Hybrid Propulsion Division	Advanced Propulsion Div.	Office of Alternative Fuels	Biofuels Systems Division	Fuel Utilization Data & Analysis Division	Office of Transportation Materials	
179	DOE/CE/ASO/McElevin	Wanted AI to take lead in a defense program meeting. Jim Van Fleet will get meeting topics list to AI.	A. Chesnes	Yes	Phone	04/07/92 - Missing	.								Missing
180	DOE/OER/OPOM/Zerega	Talked about energy research CRADA's.	A. Chesnes	Yes	Phone	04/07/92 - 04/07/92	.								AI returned her phone call and she promised to forward list of energy research planned CRADA's.
181	DOE/OPPA/Friedrichs	Wants information on last year's Brown Bill.	A. Chesnes	Yes	Phone	04/10/92 - 04/10/92	.								AI will look in his files for the information.
182	Kyrocora/Kamiya	Calling for Dr. Hammond and wanted to know if AI will be in Minneapolis next week.	A. Chesnes	Yes	Phone	04/10/92 - 04/10/92	.								AI returned call and told him that he would not be in Minneapolis.
183	Lanxide Corporation/Cilek	Wanted to set-up meeting at ORNL.	A. Chesnes	Yes	Phone	04/06/92 - 04/06/92	.							.	Returned call and AI told him to call Eberhardt.
184	DOE/FE/Dietz	Wanted to update AI on Nevada test range alternative fuel vehicles.	A. Chesnes	Yes	Phone	04/06/92 - 04/06/92	.								Returned call and received update on Nevada test range alternative fuel vehicles.
185	DOE/Press Office/Hart	Wanted information on the Maglev program.	A. Chesnes	Yes	Phone	04/02/92 - 04/02/92	.								Called back to give information on the Maglev program.
186	Boeing Company/Hadaller	Wanted to know about future regs on diesel engine.	A. Chesnes	Yes	Phone	04/06/92 - Missing	.								Returned call and provided information on future regs on diesel engine.

**APPENDIX B**

**TAXONOMY OF INFORMATION REQUESTS**

# TAXONOMY OF INFORMATION REQUESTS

Record Number	DAS Staff Receiving Action	Request Medium	Classification of Subject of Information Request	Classification of Requesting Source	Classification of Action Taken
1	T. Gross	Phone	Budget Requests	DOE/CE/OTT/...OTM	Provided Information
2	T. Gross	Phone	National Laboratory (Other than Funding)	National Laboratory	Set-Up/Attended Meeting
3	T. Gross	Phone	Other	Other Government Agencies	Set-Up/Attended Meeting
4	T. Gross	Phone	Office of Alcohol Fuels Technology Related	Consultants	Set-Up/Attended Meeting
5	T. Gross	Phone	Conferences/Workshops	Consultants	Provided Information
6	T. Gross	Meeting	Office of Alcohol Fuels Technology Related	DOE/CE/...Davis	Set-Up/Attended Meeting Prepared/Revised Documents
7	T. Gross	Individual	Office of Propulsion Systems Technology Related	Other DOE	Provided Information
8	T. Gross	Phone	Office of Alcohol Fuels Technology Related	Industry/Trade Association	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff
9	T. Gross	Phone	Office of Alcohol Fuels Technology Related	DOE/CE/OTT/...OAF	Conferred With Others/Referred for Action - Other Program Offices Within OTT
10	T. Gross	Phone	Office of Propulsion Systems Technology Related	DOE/CE/...OIT	Provided Information
11	T. Gross	Phone	Missing <sup>1</sup>	DOE/CE/OTT/...OAF	Return Phone Call - Unable to Contact
12	T. Gross	Phone	Legislation	DOE/CE/OTT/...OAF	Provided Information
13	T. Gross	Phone	Missing <sup>1</sup>	Other Government Agencies	Return Phone Call - Unable to Contact
14	T. Gross	Phone	Office of Propulsion Systems Technology Related	Other DOE	Prepared/Revised Documents
15	T. Gross	Phone	Funding	National Laboratory	Conferred With Others/Referred for Action - Other Program Offices Within OTT
16	T. Gross	Phone	Energy CRADA's	Other DOE	Provided Information

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
17	T. Gross	Individual	Legislation	Other DOE	Prepared/Revised Documents
18	A. Hegnauer	Individual	Legislation	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Outside of DOE
19	A. Hegnauer	Missing <sup>1</sup>	Office of Alcohol Fuels Technology Related	Other Government Agencies	Provided Information
20	A. Hegnauer	Meeting	CE/OTT Program Management Issues	DOE/CE/...OUT	Conferred With Others/Referred for Action - Other Program Offices Within OTT
21	A. Hegnauer	Meeting	Energy CRADA's	Other DOE	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
22	A. Hegnauer	Phone	Vehicle Technology Promotional Events	National Laboratory	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff
23	A. Hegnauer	Meeting	Vehicle Technology Promotional Events	DOE/CE/...OTFA	Provided Information
24	A. Hegnauer	Letter	Conferences/Workshops	DOE/CE/...OTFA	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Provided Information
25	A. Hegnauer	Individual	Vehicle Technology Promotional Events	Other DOE	Set-Up/Attended Meeting
26	A. Hegnauer	Phone	Office of Propulsion Systems Technology Related	Other Government Agencies	Provided Information
27	A. Hegnauer	Meeting	Legislation	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
28	A. Hegnauer	Phone	Energy CRADA's	Other Government Agencies	Conferred With Others/Referred for Action - Other DOE Provided Information

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
29	A. Hegnauer	Individual	Legislation	DOE/CE/...OBT	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Prepared/Revised Documents
30	T. Gross	Individual	Legislation	DOE/CE/...OBT	Conferred With Others/Referred for Action - Other Program Offices Within OTT Provided Information
31	A. Hegnauer	Individual	Energy CRADA's	DOE/CE/...Davis	Provided Information
32	A. Hegnauer	Individual	Legislation	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
33	A. Hegnauer	Phone	CE/OTT Program Management Issues	DOE/CE/OTT/...OAF	Conferred With Others/Referred for Action - Other Program Offices Within OTT Provided Information
34	A. Hegnauer	Individual	Congressional Reports/Inquiries (Unrelated to Budget)	DOE/CE/OTT/...DAS	Provided Information
35	T. Gross	Phone	Congressional Reports/Inquiries (Unrelated to Budget)	Other DOE	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff
36	P. Patterson	Phone	Reports/Study Requests	Other DOE	Provided Information
37	P. Patterson	Phone	Vehicle Technology Promotional Events	Other DOE	Set-Up/Attended Meeting
38	P. Patterson	Phone	Office of Propulsion Systems Technology Related	Other Government Agencies	Conferred With Others/Referred for Action - Other Program Offices Within OTT
39	P. Patterson	Phone	Reports/Study Requests	Industry/Trade Association	Missing <sup>1</sup>
40	P. Patterson	Phone	Vehicle Technology Promotional Events	Other DOE	Received Information - No Action Required
41	P. Patterson	Phone	Patterson Technical	Missing <sup>1</sup>	Provided Information

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
42	P. Patterson	Phone	Office of Propulsion Systems Technology Related	Other DOE	Conferred With Others/Referred for Action - Other DOE
43	P. Patterson	Phone	Reports/Study Requests	Other Government Agencies	Missing <sup>1</sup>
44	A. Hegnauer	Individual	Legislation	DOE/CE/OTT/...DAS	Provided Information
45	A. Hegnauer	Individual	CE/OTT Program Management Issues	DOE/CE/...Davis	Received Information - No Action Required
46	A. Hegnauer	Letter	Legislation	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
47	A. Hegnauer	Letter	Legislation	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
48	A. Hegnauer	Letter	Other	Industry/Trade Association	Conferred With Others/Referred for Action - Other DOE
49	A. Hegnauer	Individual	Office of Alcohol Fuels Technology Related	Other DOE	Conferred With Others/Referred for Action - Other Program Offices Within OTT Provided Information
50	A. Hegnauer	Individual	Reports/Study Requests	Industry/Trade Association	Missing <sup>1</sup>
51	A. Hegnauer	Individual	Vehicle Technology Promotional Events	DOE/CE/OTT/...OAF	Prepared/Revised Documents
52	A. Hegnauer	Meeting	Funding	DOE/CE/OTT/...DAS	Prepared/Revised Documents Set-Up/Attended Meeting
53	A. Hegnauer	Meeting	Funding	DOE/CE/OTT/...DAS	Missing <sup>1</sup>
54	A. Hegnauer	Meeting	CE/OTT Program Management Issues	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other DOE Prepared/Revised Documents

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

Record Number	DAS Staff Receiving Action	Request Medium	Classification of Subject of Information Request	Classification of Requesting Source	Classification of Action Taken
55	A. Hegnauer	Individual	Energy CRADA's	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
56	A. Hegnauer	Letter	Funding	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff - Other Program Offices Within OTT Prepared/Revised Documents
57	A. Hegnauer	Individual	CE/OTT Program Management Issues	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
58	A. Hegnauer	Individual	Funding	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other Program Offices Within OTT Set-Up/Attended Meeting
59	A. Hegnauer	Meeting	Energy CRADA's	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
60	A. Hegnauer	Individual	Conferences/Workshops	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Outside of DOE
61	T. Gross	Phone	CE/OTT Program Management Issues	National Laboratory	Set-Up/Attended Meeting
62	T. Gross	Phone	Office of Alcohol Fuels Technology Related	National Laboratory	Set-Up/Attended Meeting
63	T. Gross	Phone	CE/OTT Program Management Issues	National Laboratory	Set-Up/Attended Meeting
64	T. Gross	Phone	Funding	Industry/Trade Association	Provided Information
65	T. Gross	Phone	Missing <sup>1</sup>	DOE/CE/...Davis	Set-Up/Attended Meeting

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
66	T. Gross	Fax	Office of Alcohol Fuels Technology Related	Other Government Agencies	Conferred With Others/Referred for Action - Other Program Offices Within OTT Provided Information
67	T. Gross	Phone	Office of Alcohol Fuels Technology Related	Consultants	Received Information - No Action Required
68	T. Gross	Phone	Conferences/Workshops	Other Government Agencies	Set-Up/Attended Meeting
69	T. Gross	Meeting	Office of Propulsion Systems Technology Related	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Prepared Revised Documents
70	T. Gross	Individual	CE/OTT Program Management Issues	DOE/CE/...Davis	Provided Information
71	T. Gross	Individual	Office of Alcohol Fuels Technology Related	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other DOE Provided Information
72	T. Gross	Meeting	Budget Requests	Other DOE	Provided Information
73	T. Gross	Meeting	Conferences/Workshops	DOE/CE/...Davis	Prepared/Revised Documents Provided Information
74	T. Gross	Phone	Reports/Study Requests	Consultants	Conferred With Others/Referred for Action - Other DOE
75	T. Gross	Phone	Other	DOE/CE/...Davis	Set-Up/Attended Meeting
76	T. Gross	Phone	Office of Alcohol Fuels Technology Related	National Laboratory	Provided Information
77	T. Gross	Phone	Other	Other DOE	Received Information
78	T. Gross	Phone	Funding	Other DOE	Conferred With Others/Referred for Action - Other DOE Provided Information

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

Record Number	DAS Staff Receiving Action	Request Medium	Classification of Subject of Information Request	Classification of Requesting Source	Classification of Action Taken
79	T. Gross	Phone	Office of Transportation Materials Technology Related	Other	Received Information - No Action Required
80	P. Patterson	Meeting	Vehicle Technology Promotional Events	Other DOE	Conferred With Others/Referred for Action - Other DOE Provided Information
81	P. Patterson	Phone	Conferences/Workshops	Other DOE	Provided Information
82	P. Patterson	Phone	Reports/Study Requests	Consultants	Provided Information
83	P. Patterson	Phone	CE/OTT Program Management Issues	Other DOE	Prepared/Revised Documents
84	P. Patterson	Phone	Reports/Study Requests	Consultants	Set-Up/Attended Meeting
85	P. Patterson	Phone	Other	Missing <sup>1</sup>	Provided Information
86	P. Patterson	Phone	Patterson Technical	Other Government Agencies	Provided Information
87	P. Patterson	Phone	CE/OTT Program Management Issues	Consultants	Provided Information
88	P. Patterson	Phone	Reports/Study Requests	Consultants	Provided Information
89	P. Patterson	Phone	Vehicle Technology Promotional Events	National Laboratory	Set-Up/Attended Meeting
90	P. Patterson	Phone	Office of Propulsion Systems Technology Related	Missing <sup>1</sup>	Conferred With Others/Referred for Action - Other Program Offices Within OTT
91	P. Patterson	Phone	CE/OTT Program Management Issues	Consultants	Provided Information
92	P. Patterson	Phone	Vehicle Technology Promotional Events	Other DOE	Provided Information
93	P. Patterson	Phone	Office of Propulsion Systems Technology Related	Missing <sup>1</sup>	Missing <sup>1</sup>

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
109	A. Chesnes	Phone	Office of Propulsion Systems Technology Related	Industry/Trade Association	Conferred With Others/Referred for Action - Outside of DOE
110	A. Chesnes	Phone	Legislation	Industry/Trade Association	Return Phone Call - Unable to Contact
111	A. Chesnes	Phone	Other	Other DOE	Conferred With Others/Referred for Action - Other Program Offices Within OTT Provided Information
112	A. Chesnes	Phone	Legislation	Other Government Agencies	Provided Information
113	A. Chesnes	Phone	Funding	National Laboratory	Conferred With Others/Referred for Action - Other Program Offices Within OTT
114	A. Chesnes	Phone	Office of Propulsion Systems Technology Related	Industry/Trade Association	Set-Up/Attended Meeting
115	A. Chesnes	Phone	Funding	Industry/Trade Association	Conferred With Others/Referred for Action - Other Program Offices Within OTT Provided Information
116	A. Chesnes	Phone	Legislation	Industry/Trade Association	Provided Information
117	A. Chesnes	Phone	Other	Industry/Trade Association	Return Phone Call - Unable to Contact
118	A. Chesnes	Phone	Other	Other Government Agencies	Provided Information
119	A. Chesnes	Phone	Legislation	Industry/Trade Association	Provided Information
120	A. Chesnes	Phone	Budget Request	Other Government Agencies	Provided Information
121	A. Chesnes	Phone	Congressional Reports/Inquiries (Unrelated to Budget)	Other Government Agencies	Conferred With Others/Referred for Action - Outside of DOE
122	A. Chesnes	Phone	Patterson Technical	Industry/Trade Association	Returned Phone Call - Unable to Contact
123	A. Chesnes	Phone	Legislation	Industry/Trade Association	Received Information - No Action Required
124	A. Chesnes	Phone	Missing <sup>1</sup>	Other Government Agencies	Returned Phone Call - Unable to Contact

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
125	A. Chesnes	Phone	Missing <sup>1</sup>	Other Government Agencies	Received Information - No Action Required
126	A. Chesnes	Phone	Other	Consultants	Received Information - No Action Required
127	A. Chesnes	Phone	Legislation	Other DOE	Set-Up/Attended Meeting
128	A. Chesnes	Phone	CE/OTT Program Management Issues	DOE/CE/...OUT	Return Phone Call - Unable to Contact
129	A. Chesnes	Phone	Legislation	DOE/CE/...OUT	Return Phone Call - Unable to Contact
130	A. Chesnes	Phone	Office of Propulsion Systems Technology Related	Industry/Trade Association	Provided Information
131	A. Chesnes	Phone	Office of Alcohol Fuels Technology Related	Industry/Trade Association	Conferred With Others/Referred for Action - Other DOE Provided Information
132	A. Chesnes	Phone	Other	Other	Conferred With Others/Referred for Action - Other Program Offices Within DOE Set-Up/Attended Meeting
133	A. Chesnes	Phone	Legislation	Other DOE	Received Information - No Action Required
134	A. Chesnes	Phone	Funding	National Laboratory	Conferred With Others/Referred for Action - Outside of DOE Provided Information
135	A. Chesnes	Phone	Other	Industry/Trade Association	Set-Up/Attended Meeting
136	A. Chesnes	Phone	Office of Alcohol Fuels Technology Related	Other DOE	Conferred With Others/Referred for Action - Other Program Offices
137	A. Chesnes	Phone	Conferences/Workshops	Industry/Trade Association	Conferred With Others/Referred for Action - Other Program Offices Within DOE
138	A. Chesnes	Phone	Missing <sup>1</sup>	Industry/Trade Association	Return Phone Call - Unable to Contact

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
139	A. Chesnes	Phone	Office of Alcohol Fuels Technology Related	DOE/CE/OTT/...OAF	Set-Up/Attended Meeting
140	A. Chesnes	Phone	Conferences/Workshops	Industry/Trade Association	Provided Information Set-Up/Attended Meeting
141	A. Chesnes	Phone	Other	DOE/CE/Davis	Set-Up/Attended Meeting
142	A. Chesnes	Phone	Congressional Reports/Inquiries (Unrelated to Budget)	Industry/Trade Association	Conference With Others/Referred for Action - Other DOE
143	N. Myers	Letter	Congressional Reports/Inquiries (Unrelated Budget)	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
144	N. Myers	Letter	Budget Requests	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
145	N. Myers	Letter	CE/OTT Program Management Issues	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
146	N. Myers	Letter	Budget Requests	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff - Other Program Offices Within OTT - Outside of DOE Prepared/Revised Documents
147	N. Myers	Letter	CE/OTT Program Management Issues	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Prepared/Revised Documents
148	N. Myers	Letter	CE/OTT Program Management Issues	DOE/CE/...Davis	Prepared/Revised Documents
149	N. Myers	Individual	Budget Requests	DOE/CE/OTT/...DAS	Provided Information

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

<b>Record Number</b>	<b>DAS Staff Receiving Action</b>	<b>Request Medium</b>	<b>Classification of Subject of Information Request</b>	<b>Classification of Requesting Source</b>	<b>Classification of Action Taken</b>
150	N. Myers	Letter	CE/OTT Program Management Issues	DOE/CE/OTT/...DAS	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
151	N. Myers	Phone	Funding	National Laboratory	Conferred With Others/Referred for Action - Outside of DOE Provided Information
152	N. Myers	Individual	Budget Requests	Consultants	Provided Information
153	N. Myers	Individual	CE/OTT Program Management Issues	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
154	N. Myers	Letter	CE/OTT Program Management Issues	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Prepared/Revised Documents
155	N. Myers	Letter	CE/OTT Program Management Issues	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Prepared/Revised Documents
156	N. Myers	Phone	Funding	Other DOE	Prepared/Revised Documents
157	N. Myers	Phone	Legislation	Other DOE	Conferred With Others/Referred for Action - Other Program Offices Within OTT Prepared/Revised Documents
158	N. Myers	Individual	CE/OTT Program Management Issues	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Prepared/Revised Documents
159	N. Myers	Fax	Conferences/Workshops	Consultants	Prepared/Revised Documents
160	A. Hegnauer	Letter	Funding	DOE/CE/...OTFA	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff Prepared/Revised Documents

**TAXONOMY OF INFORMATION REQUESTS (Continued)**

Record Number	DAS Staff Receiving Action	Request Medium	Classification of Subject of Information Request	Classification of Requesting Source	Classification of Action Taken
161	A. Hegnauer	Fax	CE/OTT Program Management Issues	DOE/CE/...OIT	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff - Other Program Offices Within OTT
162	A. Hegnauer	Individual	Legislation	DOE/CE/...Davis	Conferred With Others/Referred for Action - Other OTT/DAS Technical Staff - Other Program Offices Within OTT
163	A. Hegnauer	Individual	Funding	Other DOE	Set-Up/Attended Meeting
164	A. Chesnes	Phone	Office of Propulsion Systems Technology Related	Industry/Trade Association	Conference With Others/Referred for Action - Other Program Offices Within OTT
165	A. Chesnes	Phone	National Laboratory Requests (Other than Funding)	National Laboratory	Provided Information
166	A. Chesnes	Phone	Congressional Reports/Inquiries (Unrelated to Budget)	Other Government Agencies	Provided Information
167	A. Chesnes	Phone	Other	DOE/CE/...OUT	Conferred With Others/Referred for Action - Other DOE
168	A. Chesnes	Phone	Missing <sup>1</sup>	Industry/Trade Association	Return Phone Call - Unable To Contact
169	A. Chesnes	Phone	Energy CRADA's	Industry/Trade Association	Provided Information
170	A. Chesnes	Phone	Other	Other DOE	Set-Up/Attended Meeting
171	A. Chesnes	Phone	Missing <sup>1</sup>	Other	Conferred With Others/Referred for Action - Other DOE Provided Information
172	A. Chesnes	Phone	National Laboratory (Other than Funding)	National Laboratory	Provided Information
173	A. Chesnes	Phone	Other	Other DOE	Prepared/Revised Documents
174	A. Chesnes	Phone	CE/OTT Program Management Issues	Other DOE	Prepared/Revised Documents

# TAXONOMY OF INFORMATION REQUESTS (Continued)

Record Number	DAS Staff Receiving Action	Request Medium	Classification of Subject of Information Request	Classification of Requesting Source	Classification of Action Taken
175	A. Chesnes	Phone	Congressional Reports/Inquiries (Unrelated to Budget)	Industry/Trade Association	Conferred With Others/Referred for Action - Other DOE
176	A. Chesnes	Phone	CE/OTT Program Management Issues	Industry/Trade Association	Set-Up/Attended Meeting
177	A. Chesnes	Phone	Energy CRADA's	Industry/Trade Association	Provided Information
178	A. Chesnes	Phone	Office of Propulsion Systems Technology Related	Industry/Trade Association	Provided Information
179	A. Chesnes	Phone	CE/OTT Program Management Issues	DOE/CE/Davis	Received Information - No Action Required
180	A. Chesnes	Phone	Energy CRADA's	Other DOE	Provided Information
181	A. Chesnes	Phone	Legislation	Other DOE	Provided Information
182	A. Chesnes	Phone	Other	Industry/Trade Association	Provided Information
183	A. Chesnes	Phone	National Laboratory Requests (Other than Funding)	Industry/Trade Association	Conferred With Others/Referred for Action - Other Program Offices Within OTT
184	A. Chesnes	Phone	CE/OTT Program Management Issues	Other DOE	Received Information - No Action Required
185	A. Chesnes	Phone	CE/OTT Program Management Issues	Other DOE	Provided Information
186	A. Chesnes	Phone	Legislation	Industry/Trade Association	Provided Information

1. This indicates items of information remain missing after follow-up questioning with DAS staff.

**APPENDIX C**

**FREQUENCY/VOLUME ANALYSIS: SUMMARY AND ASSESSMENT  
OF INFORMATION REQUESTS RECEIVED BY  
OTT/DAS TECHNICAL STAFF MEMBERS**

# **MERIDIAN CORPORATION**

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## **Frequency/Volume Analysis: Summary and Assessment of Information Requests Received By OTT/DAS Technical Staff Members**

### **Al Chesnes**

Exhibit C.1 reveals that Al Chesnes interacted mostly with Industry/Trade Association exclusively through the telephone. The largest proportion of information requests received by Al Chesnes involved Legislation. Information requests handled by Al Chesnes most frequently involved providing information.

Al Chesnes indicated that the data collected fairly characterized the areas that are of primary concern to him. He estimated that he was able to record approximately 30% of all of the phone messages and 40-50% of the other request mediums (e.g., letter, fax, individual, meeting). Lastly, he felt that the data collection period was typical of the volume of information requests received which he mentioned is continuing to increase as the OTT Program continues to grow.

### **Tom Gross**

In contrast, as shown in Exhibit C.2, Tom Gross mainly dealt with requests from inside of DOE primarily resulting from telephone conversations. The largest topic area was OAF Technology Related with several of the other areas being fairly evenly split. The majority of the actions resulted in information being provided.

Tom Gross commented that because he is fairly new to OTT's DAS Office, he does not usually receive requests by letter. He felt that he captured only 30% of requests received by telephone, and 40-50% of requests received through the other mediums. The subjects of the information requests represented in the bar chart are fairly typical of the types of information requests usually received. The technical areas that he is responsible for include analytical activities, program planning, value-based activities, and communicating to others the priorities of the program.

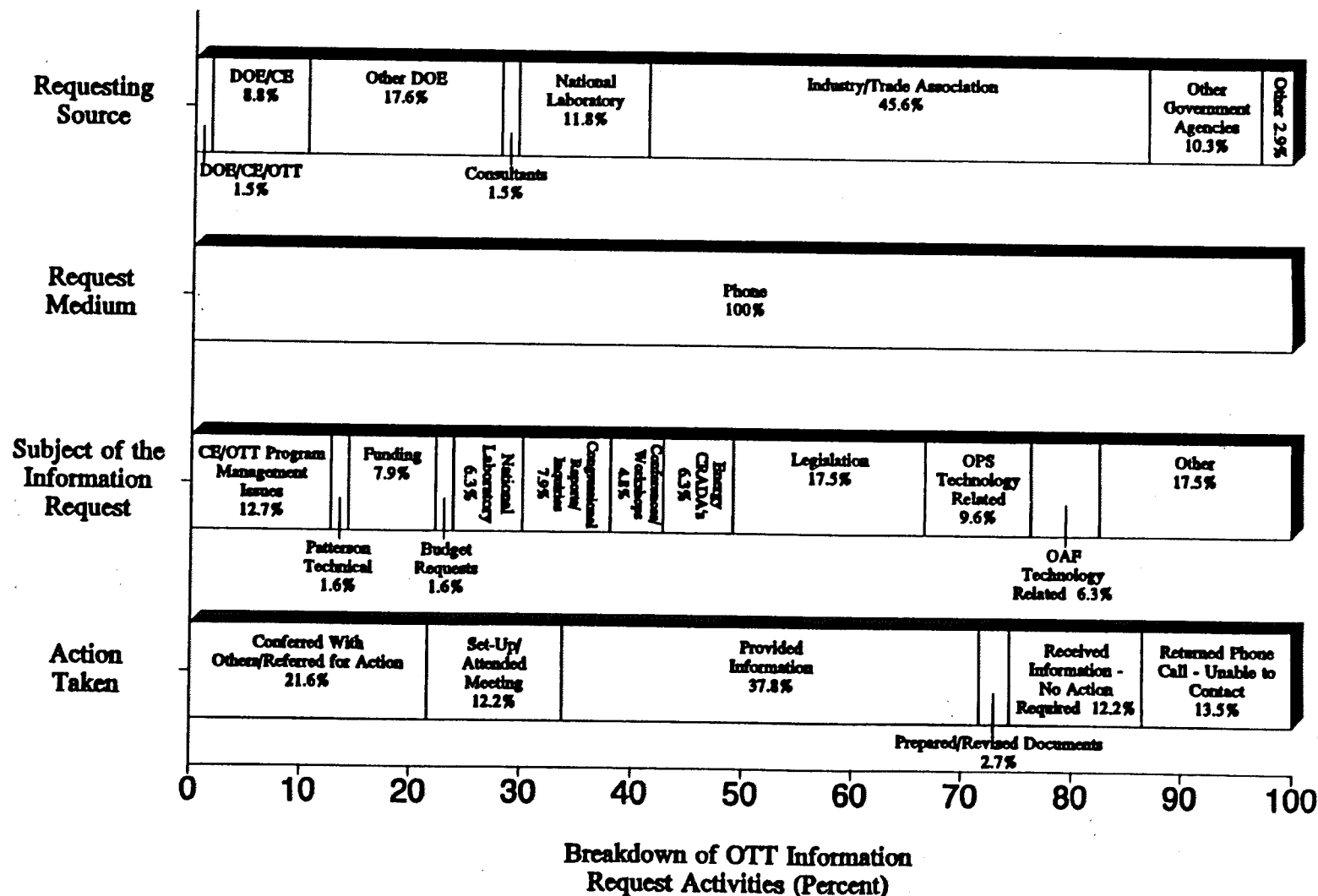
### **Ann Hegnauer**

A large share of Ann Hegnauer's time focused on dealing with internal DOE requests through contact by individuals (Exhibit C.3). Most of the information requests dealt with Legislation, CE/OTT Program Management Issues, Funding, and Energy CRADA issues. A majority of these information requests required Ann Hegnauer to confer with others and to prepare/revise documents.

Ann Hegnauer indicated that the data collected during the four week period included information requests received through all of the request mediums. She also indicated that she was able to

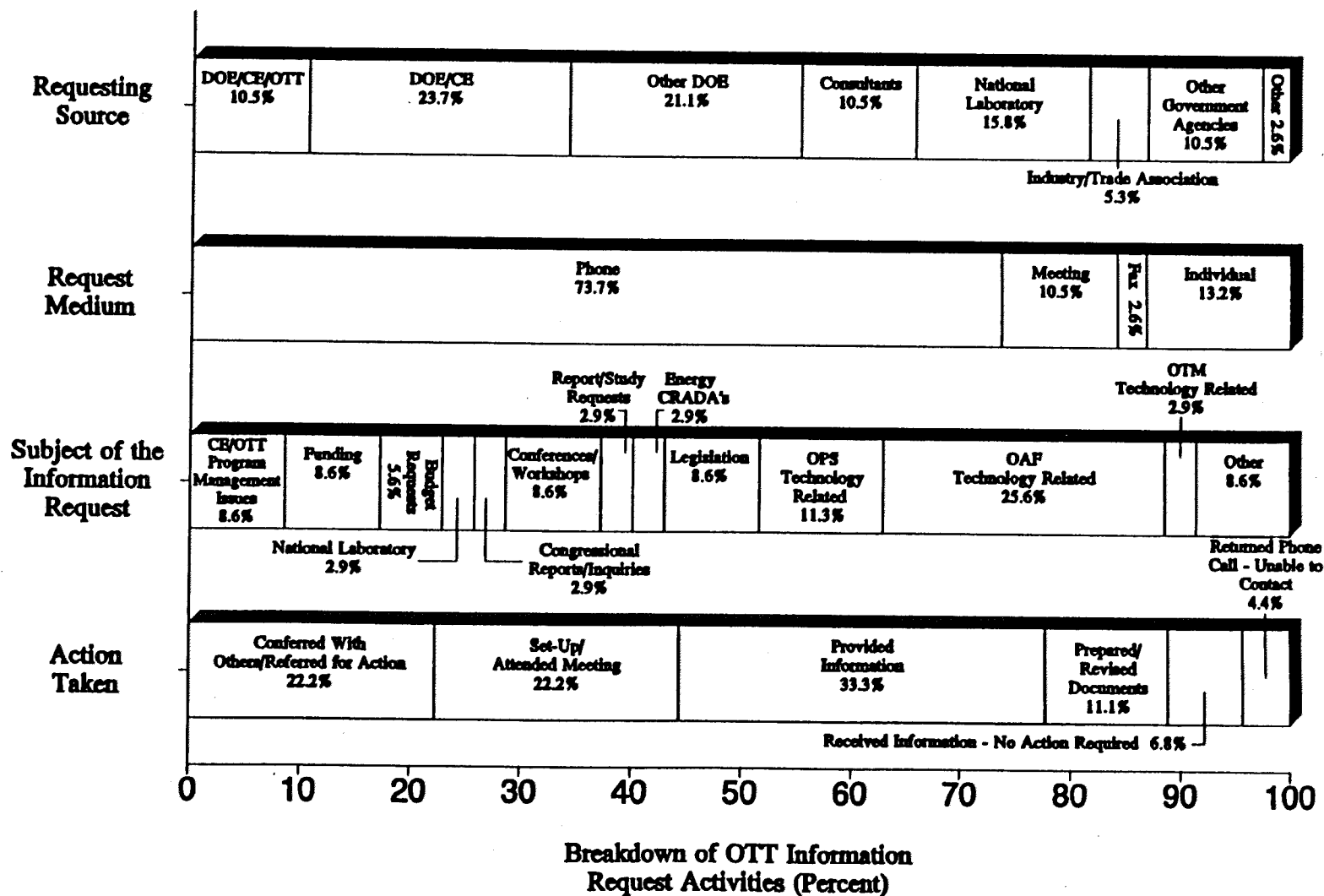
**EXHIBIT C.1**

**SUMMARY OF FREQUENCY/VOLUME ANALYSIS OF  
INFORMATION REQUESTS RECEIVED BY AL CHESNES**



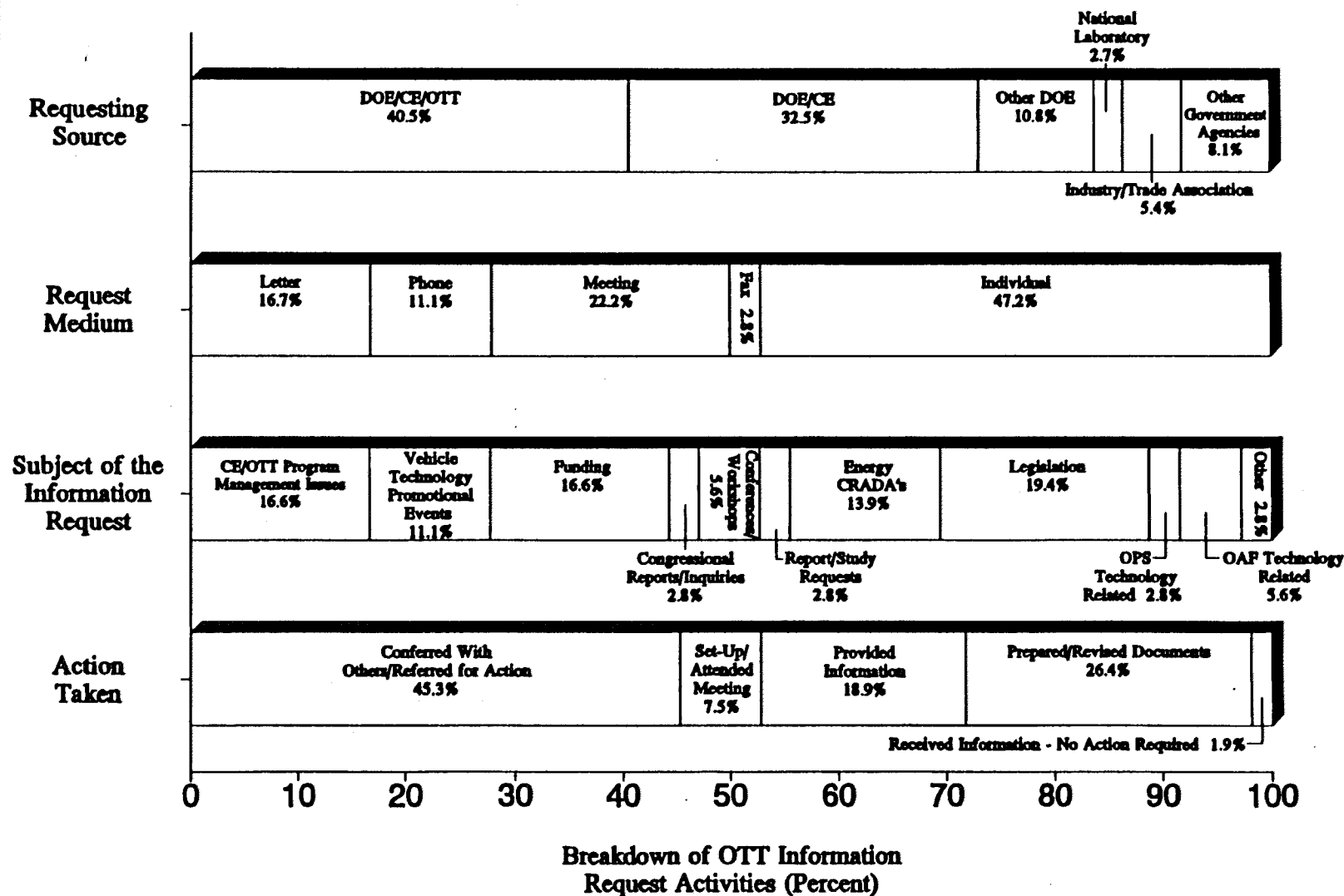
**EXHIBIT C.2**

**SUMMARY OF FREQUENCY/VOLUME ANALYSIS OF  
INFORMATION REQUESTS RECEIVED BY TOM GROSS**



**EXHIBIT C.3**

**SUMMARY OF FREQUENCY/VOLUME ANALYSIS OF  
INFORMATION REQUESTS RECEIVED BY ANN HEGNAUER**



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capture 60% of all of the requests received with requests received through phone messages were more easily and accurately recorded than any of the other mediums. Lastly, the information requests she received were fairly typical or representative of the types of information requests she usually receives. However, the number of requests dealing with Legislation are greater during certain times of the year.

### **Nancy Myers**

The majority of information requests received by Nancy Myers were from inside of DOE and were made by letter (Exhibit C.4). The subject of the information requests primarily concerned CE/OTT Program Management Issues and required Nancy Myers to either prepare/revise documents or confer with others.

Nancy Myers commented that the data collected on the information requests she received, probably did not include instances when her work is interrupted by a phone request in which she is able to immediately provide a response. She felt that the bar chart accurately represents the types of information requests that she receives. However, the volume of information requests is greater during the spring and the fall. During the spring she receives requests from Congress and must also work on the Internal Review Budget (IRB). During the fall her work activities include planning to execute and executing the new fiscal year, closing out the previous fiscal year, and dealing with OMB and Congressional budgets. In addition to the technical areas of responsibility represented on the bar chart, other areas of responsibility include personnel related activities (e.g., writing and reviewing position descriptions, and reviewing cash awards and FTE allowances).

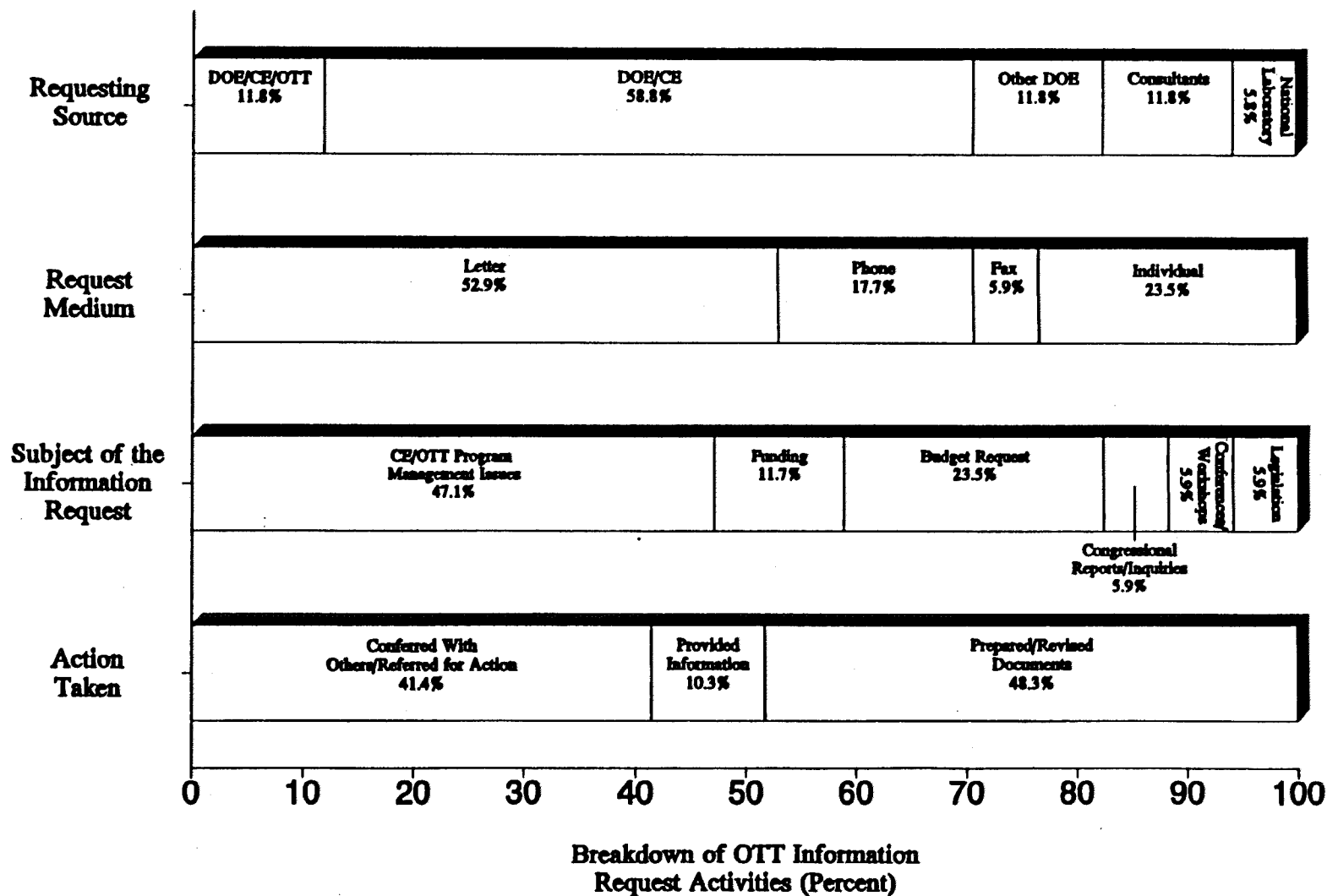
### **Phil Patterson**

Most of the information requests received by Phil Patterson were from Other DOE, with the majority of these requests made through the telephone (Exhibit C.5). The majority of the subjects of the information requests were almost evenly divided between Vehicle Technology Promotional Events, Reports/Study Requests, and OPS Technology Related. The most frequent action taken by Phil Patterson in response to information requests involved providing information.

Phil Patterson felt that he was able to capture almost all of the requests he received by phone. He indicated that some of the faxes he receives from Ford may have not been recorded. Although they may send him information for review and comment, he uses his discretion as to whether or not to respond. The data that were collected probably also does not include requests that will require information to be compiled over several months before giving a response. These types of requests include requests received at PAC meetings and from OPA. Phil Patterson also commented that the volume of information requests is usually less during the summer and he receives more information requests during the spring that concern Vehicle Technology Promotional Events.

**EXHIBIT C.4**

**SUMMARY OF FREQUENCY/VOLUME ANALYSIS OF  
INFORMATION REQUESTS RECEIVED BY NANCY MYERS**



**EXHIBIT C.5**

**SUMMARY OF FREQUENCY/VOLUME ANALYSIS OF  
INFORMATION REQUESTS RECEIVED BY PHIL PATTERSON**

